



Sustainability *Report* 2025

An aerial photograph of a lush, green valley with a winding river. The landscape is characterized by rolling hills, terraced fields, and dense forests. A bright, glowing orange light trail follows the path of the river, creating a sense of movement and energy. The sky is a soft, hazy blue, suggesting a sunrise or sunset. The overall scene is vibrant and scenic, with a focus on natural beauty and sustainable development.

We take ownership of our
shared heritage and unite in
transformation *on our journey*
to create sustainable value.

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01

About the Report

“The insights and feedback from our valued stakeholders are of great importance to us on our sustainability journey.”

ABOUT THE REPORT

As the Batı Anadolu Group of Companies, we conduct our activities in line with our People First, Respecting the Planet, and Transformation strategy. Within this framework, we develop our production processes through a holistic approach that not only creates economic value but also considers our environmental and social impacts.

We are pleased to present our third Sustainability Report, prepared to transparently share our environmental, social, and governance performance with our stakeholders within a comparable framework, to the public in both Turkish and English.

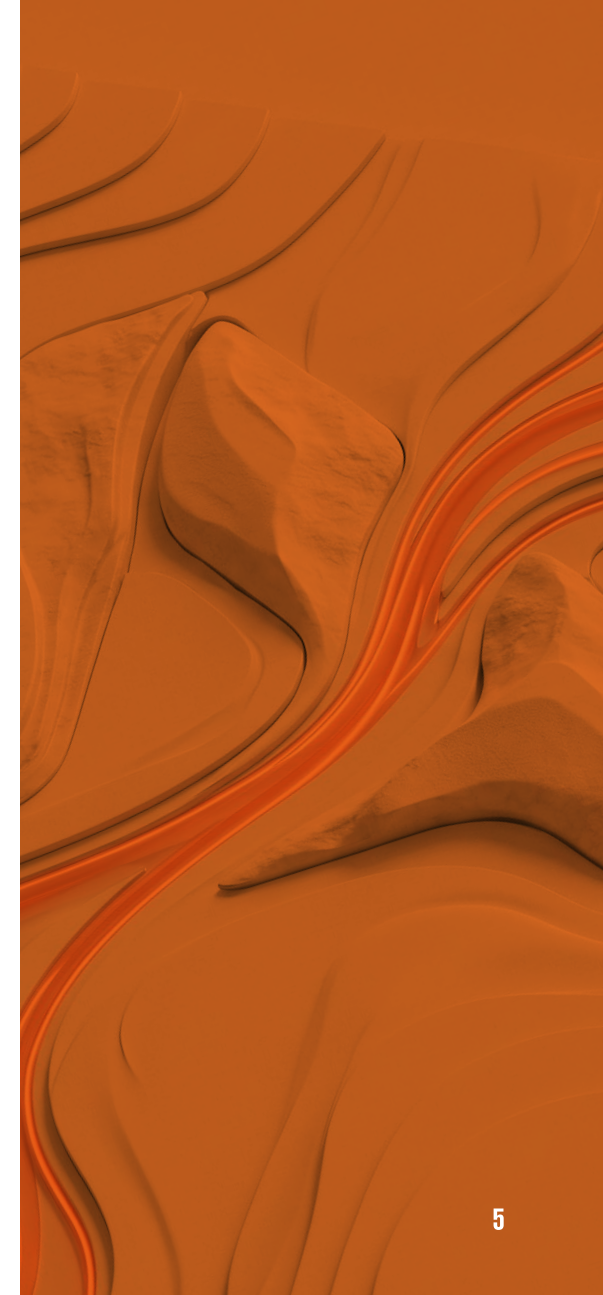
This report has been prepared to cover all global activities of Batı Anadolu Çimento Sanayii A.Ş. and its subsidiaries under its direct or indirect control. Throughout the report, Batı Anadolu and its consolidated subsidiaries are referred to as the "Batı Anadolu Group of Companies" and "Batı Anadolu (consolidated)". The reporting period covers 1 January 2025 – 31 December 2025, and the report has been prepared in compliance with the Global Reporting Initiative (GRI) 2021 Standards. In addition, TSRS-compliant Sustainability Reports have been prepared as a separate study and constitute a complementary part of this report.

As a signatory of the United Nations Global Compact, our Group presents in detail its contributions to the United Nations Sustainable Development Goals in line with its sustainability priorities within the scope of this report. In addition, during the report preparation process, we also considered IFRS S1 and IFRS S2 standards issued by the IFRS Foundation, which were developed based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), as well as the Türkiye Sustainability Reporting Standards (TSRS 1 and TSRS 2).

In defining our sustainability priorities, we were guided by the GRI Standards, the SASB Construction Materials Industry Standard indicators, stakeholder insights, global trends, our strategic goals, and national and international sustainability developments. Within this scope, the materiality analysis conducted was updated during the reporting period and presented for the evaluation of our stakeholders.

In our report, we present our sustainability vision, strategic management approach, performance outcomes, best practices, and future targets through a holistic perspective.

The insights and feedback from our valued stakeholders are of great importance to us on our sustainability journey. For any questions, suggestions, or comments regarding this report and our sustainability efforts, please feel free to contact us at info@baticim.com.tr.





02

A Message from the Board Chair

“We regard sustainability not only as a responsibility to future generations, but also as a key pillar of our long-term corporate continuity.”

A MESSAGE FROM THE BOARD CHAIR



Sabit AYDIN

Chair of the Board of Directors

“In the coming period, we will continue with determination to further advance our sustainability standards and strengthen our approach that addresses environmental, economic, and social impacts in an integrated manner.”

Esteemed Stakeholders,

The year 2025, which we have recently left behind, clearly demonstrated that sustainability has evolved beyond being merely an environmental issue and has become a strategic domain that directly shapes economic stability, trade, and access to finance.

The World Economic Forum's Global Risks Report 2026 ranks natural resource scarcity, biodiversity loss, and inadequate climate change adaptation among the most likely and highest-impact risks of the next decade. This outlook highlights that environmental risks create a cascading effect together with food security, energy supply, and financial vulnerabilities, thereby forming a significant area of economic transformation.

In cement and other energy-intensive industries, the fact that carbon costs directly affect competitive advantage is accelerating investments in low-carbon technologies. Within this context, emission reduction and the use of alternative fuels have moved beyond being operational preferences and have become strategic necessities.

As Batı Anadolu Group of Companies, we closely monitor these developments and regard this transformation as one of the strategic priorities of our business model. Sustainability is addressed as one of the major topics within our risk-anticipating, data-driven, and long-term value-oriented corporate governance approach, and our sustainability priorities are updated in alignment with this framework.

In 2025, when we achieved tangible progress in our transition toward low-carbon production, we increased our alternative fuel usage rate from 0.9% in 2023 to 14.5%. This approximately 16-fold increase within two years has not only reduced our dependence on fossil fuels but also strengthened our approach to managing carbon costs.

We regard energy efficiency as an integral part of our operational performance. In 2025, we improved our resource efficiency by meeting approximately 16% of our total electricity consumption from recovered energy sources. In addition, the approximately 58 million kWh annual renewable generation capacity of our Kovada I and Kovada II hydroelectric power plants, operating under Batienerji, has enabled us to move our energy consumption structure to a more balanced and sustainable foundation.

In 2025, we were included for the first time in the Carbon Disclosure Project (CDP) and received a “B” score in both the Climate Change and Water Security programs. During the same period, we ranked in the upper tier of our sector in the BIST Sustainability Index evaluations. These developments not only confirm our sustainability approach on an international scale, but also serve as important indicators supporting our financial resilience and investor confidence.

With over 50 years of industrial and sectoral experience, we believe that our ability to manage transformation while adapting to change forms the foundation of our corporate strength. We regard sustainability not only as a responsibility to future generations, but also as a key pillar of our long-term corporate continuity.

In the coming period, we will continue with determination to further advance our sustainability standards and strengthen our approach that addresses environmental, economic, and social impacts in an integrated manner.

Sincerely,

03

About Bati Anadolu Group of Companies

“ Guided by the principle ‘*We give back to these lands what we take from them,*’ the Bati Anadolu Group of Companies adopts a corporate approach that addresses economic growth together with long-term environmental and social impact. ”

ABOUT BATI ANADOLU

The Batı Anadolu Group of Companies carries more than half a century of industrial experience into the future through a vision focused on long-term value creation, sustainable growth, and responsible production.

Founded in 1966 in the Aegean Region with 100% Turkish capital, Batıçim Batı Anadolu Çimento Sanayii A.Ş. now operates under the Batı Anadolu Group of Companies with an integrated business model across multiple sectors. With its strong financial structure and deep-rooted institutional knowledge, the Group holds an important place in Türkiye's industrial and economic history.

Through its value chain spanning cement and clinker production, ready-mixed concrete, port management, and energy generation and trade, the Group strengthens its operational resilience and competitive advantage. The integration among its core business lines enhances resource efficiency while providing a holistic production and service approach that supports quality, continuity, and customer focus.

Batıçim Batı Anadolu Çimento Sanayii A.Ş. and Batisöke Söke Çimento Sanayii T.A.Ş., where cement and clinker production are carried out, constitute the Group's main production infrastructure. While the integrated production structure and investments in energy efficiency support production continuity, climate-focused projects contribute to the transition toward a low-carbon economy. This production infrastructure also strengthens the Group's presence in international markets by providing consistent and high-volume supply to various markets.

Batıbeton Sanayi A.Ş., which carries out the Group's ready-mixed concrete operations, represents the application capability that ensures products reach end use. With its regional reach and production capacity, it supports a customer-oriented service structure.

Batienerji Elektrik Üretim A.Ş., responsible for energy generation activities, operates through hydroelectric power plants and renewable energy projects. With its renewable-based generation capacity, it supports the Group's sustainability approach.

Operating in Aliağa, Batılıman Liman İşletmeleri A.Ş. is a strategic asset that strengthens the Group's logistics capabilities. With its infrastructure and operational capacity supporting regional trade flows, Batılıman contributes to the resilience of the Group's supply chain and its foreign trade performance. Its specialization in wind turbine equipment logistics and the green port certification process further reinforce the port's sustainability focus.

Thanks to this integrated structure, the Group has created added value for the Turkish economy through an export network reaching 18 countries across three continents since its establishment. In international markets, it is positioned with a commitment to quality, reliability, and sustainable production.

Guided by the principle **"We give back to these lands what we take from them"** the Batı Anadolu Group of Companies adopts a corporate approach that addresses economic growth together with long-term environmental and social impact. Its governance approach is built on a flexible and forward-looking structure in which strategy, risk management, performance monitoring, and sustainability priorities are managed in an integrated manner.

Today, operating with Batıçim Batı Anadolu Çimento Sanayii A.Ş. and its subsidiaries, the Batı Anadolu Group of Companies aims to create long-term value at both regional and national levels.

Batıçim Batı Anadolu Çimento Sanayi A.Ş. - Subsidiaries

Trade Name	Company's Scope of Activity	Company's Share in Capital (%)	Type of Relationship with the Company
Batisöke Söke Çimento Sanayii T.A.Ş.	Clinker and Cement Production and Sales	74.62	Subsidiary
Batıbeton Sanayi A.Ş.	Ready-mixed Concrete Production and Sales	100	Subsidiary
Batılıman Liman İşletmeleri A.Ş.	Port Operations and Management	90	Subsidiary
Batıçim Enerji Elektrik Üretim A.Ş.	Electricity Generation and Sales	100	Subsidiary
Ege İş Madencilik Sanayi ve Ticaret A.Ş.	Construction Material Purchase and Sales	100	Subsidiary

As we move beyond half a century and approach our 60th year, we continue to pursue our ambitions with determination.

ABOUT BATI ANADOLU



BATIÇİM Bornova Plant

Established in 1966.

Clinker Production Capacity: 1,370,000 tons/year

Cement Production Capacity: 1,800,000 tons/year

Exports: 830,000 tons/year



BATISÖKE

Joined the Batı Anadolu Group of Companies in 1993.

Established in 1966.

Clinker Production Capacity: 3,000,000 tons/year

Cement Production Capacity: 4,000,000 tons/year

Exports: 1,170,000 tons/year



BATIBETON

Became part of the Batı Anadolu Group of Companies in 1986.

19 Ready-Mixed Concrete Plants

Ready-Mixed Concrete Production Capacity:
4,600,000 m³/year

Exports: 830,000 tons/year



BATISÖKE Çavdır Plant

Joined the Batı Anadolu Group of Companies in 1998.

Cement grinding and packaging capacity:
324,000 tons



BATIENERJİ

Joined the Batı Anadolu Group of Companies in 2008.

Kovada I Hydroelectric Power Plant:

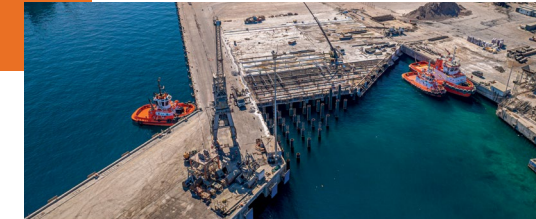
8.25 MW installed capacity

8,000,000 kWh/year electricity generation capacity

Kovada II Hydroelectric Power Plant;

51.2 MW installed capacity

50,000,000 kWh/year electricity generation capacity



BATI İMAN

Joined the Batı Anadolu Group of Companies in 2006.

Handling Capacity: 6,000,000 tons

Total Port Area: 238,450 m²

Type A General Warehouse – Indoor Storage: 26,630 m²

Type A General Warehouse – Open Area: 31,300 m²

Duty-Free Open Yard: 75,000 m²

Temporary Storage Area – Open Yard: 20,000 m²

BATI ANADOLU VALUES

Vision

Becoming a leading industrial group that adds value to the future of the region by standing out with **innovation and sustainability**

Mission

Adding value to regional development through **stakeholder satisfaction and sustainability**

Batı Anadolu Values

VALUE AT WORK:



Sincerity



Innovation



Equity



Unity



Continuous Development



Courage

BATI ANADOLU WE ARE ONE



We are One!
Together We Succeed

PEOPLE FIRST

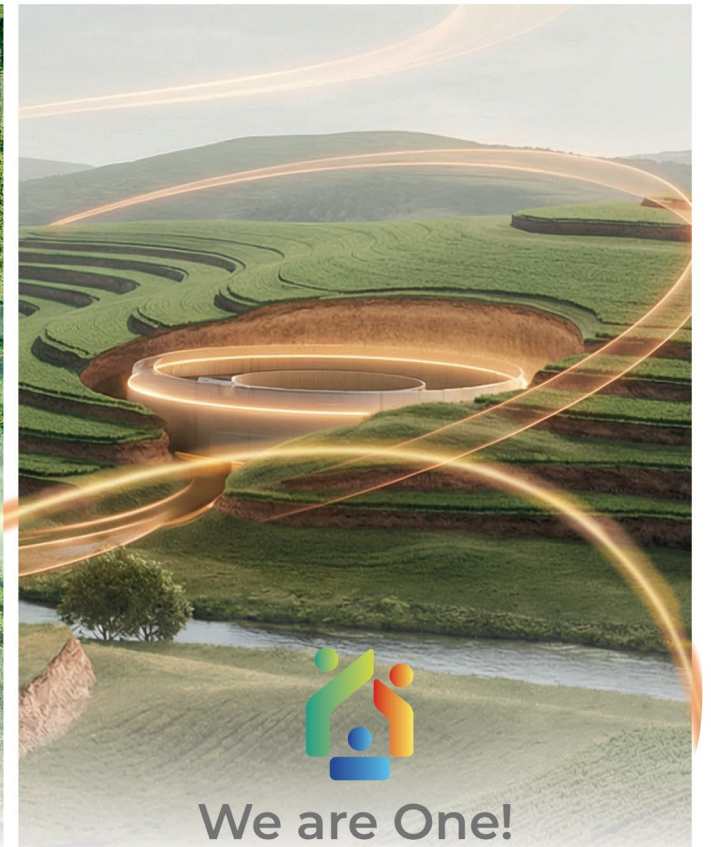
We focus on strengthening our sustainable corporate structure through people-centered practices that support employee well-being, participation, and development.



We are One!
Together We Protect

RESPECTING THE PLANET

By adopting a business approach that recognizes the planet's boundaries, we focus on developing solutions that meet today's needs while protecting the living spaces of tomorrow.

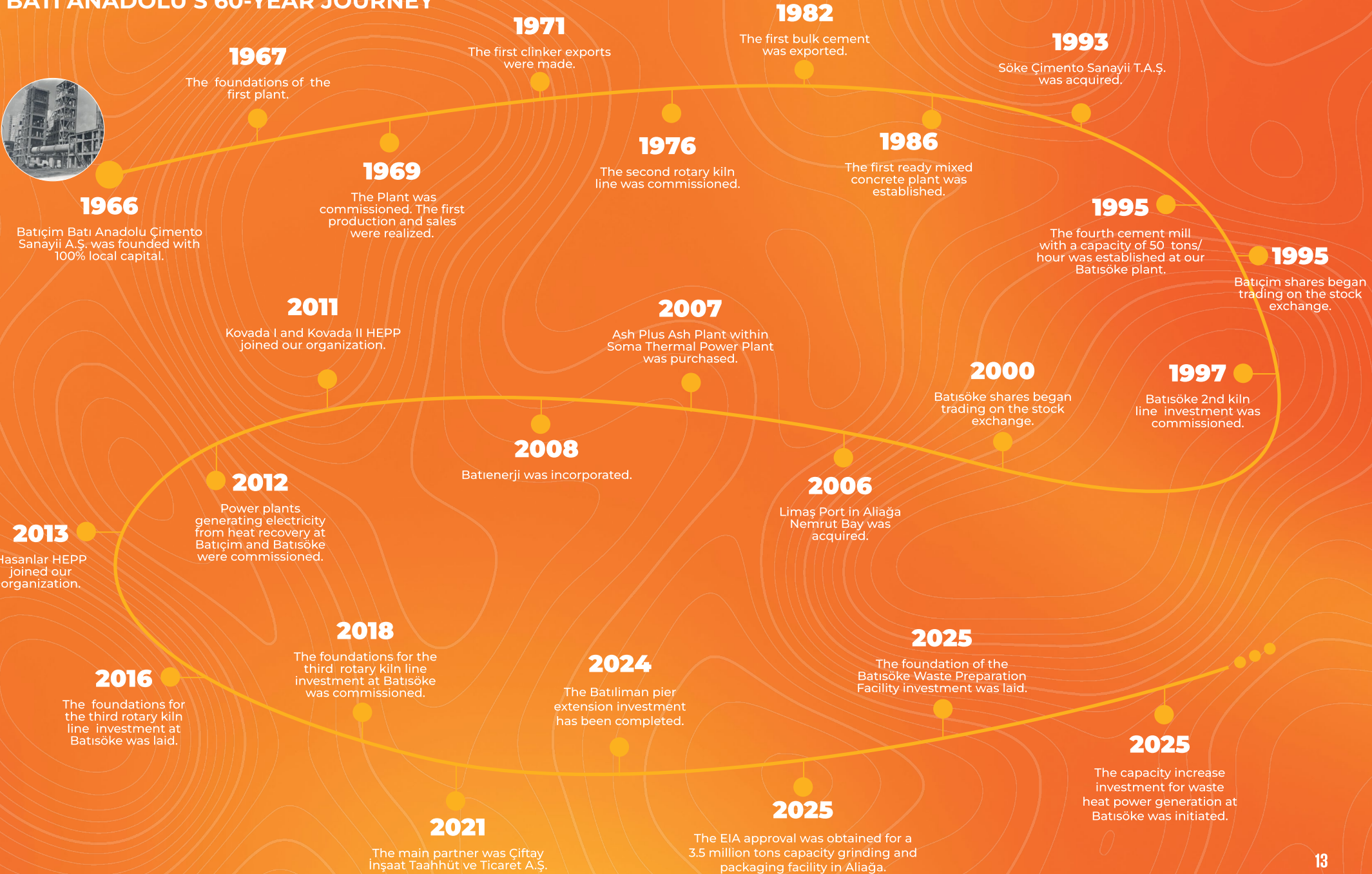


We are One!
Together We Transform

TRANSFORMATION

By treating sustainability as a part of our corporate strategy, we focus on advancing transformation through a holistic approach based on continuous improvement in environmental, social, and economic areas.

BATI ANADOLU'S 60-YEAR JOURNEY



2025 SUMMARY OF OUR CHANGE AND TRANSFORMATION

Key developments in our sustainable growth journey



Alternative Fuel Use

The alternative fuel usage rate in kilns where waste is co-processed increased from 0.9% in 2023 to 14.5% in 2025, representing an **approximately 16-fold increase** within two years. This improvement supports our transformation process aimed at reducing dependence on fossil fuels and lowering carbon intensity.



Sustainable Products

In 2025, the share of sustainable products in total sales at the Batı Anadolu Çimento Sanayii A.Ş. Bornova and Söke plants reached **47%**, while the share in domestic sales was **72%**.

For Batisöke Söke Çimento Sanayii T.A.Ş., the share of sustainable products reached **56.3%** of total sales and **73%** of domestic sales.



Electricity Generation from Waste Heat

Through our waste heat recovery plant, which have been in operation for many years, waste heat generated during production processes is converted into energy and used for electricity generation. In 2025, **15.6%** of our total electricity consumption was met through recovered energy sources.



Alternative Raw Materials and Industrial Symbiosis

As of 2025, the alternative raw material usage rate at the Bornova and Söke cement plants of Batı Anadolu Çimento Sanayii A.Ş. (consolidated) reached **7.4%**.

Thanks to the integrated structure established between our cement plants and ready-mixed concrete plants, approximately **340,000 tons** of waste have been recovered and reintroduced into production processes over the past three years.



Supply Chain Transformation

97% of our permanent subcontractors and **100%** of our employees received sustainability-related training, including occupational health and safety, environmental awareness, human rights, ethics, bribery, and anti-corruption.

In addition, **93%** of our approved suppliers have transitioned to the digital platform, strengthening transparency, traceability, and data-driven management capacity across the supply chain.



Waste Management

As of 2025, **99.80%** of the waste generated from our operations was recovered. This performance contributes to strengthening our approach to increasing resource efficiency and converting waste into economic value.

2025 SUMMARY OF OUR CHANGE AND TRANSFORMATION

Key developments in our sustainable growth journey



International Performance

In 2025, Batı Anadolu Çimento Sanayii A.Ş. (consolidated) was included for the first time in the CDP and began transparently reporting its climate and water management performance at a global level. The company received a **“B”** score in both the Climate Change and Water Security programs and an **“A-”** score in the Supplier Engagement Assessment (SEA), demonstrating its commitment to continuously improving climate performance across its value chain.

In the 2025 BIST Sustainability Index evaluations, Batı Anadolu (consolidated) ranked among **the top 12 out of 135 companies in its sector, placing it within the top 9%, while Batisöke ranked 6th, placing it within the top 4%.**



Preparing for the Future Through Strategic Investments

Investment has commenced at Batisöke Söke Çimento Sanayii T.A.Ş. for a RDF (Refuse-Derived Fuel) Preparation and Feeding Plant, aiming to further increase the alternative fuel usage rate.

In addition, to strengthen the existing recovery infrastructure at Batisöke, an additional Waste Heat Power Generation Plant investment with a capacity of 4 MW has been initiated. The facility is planned to be commissioned in 2026.

ACHIEVEMENTS AND AWARDS

Three Awards for the Batı Anadolu Group of Companies!

We achieved awards across three separate categories by securing a spot among the top five companies for the eighth consecutive year in the 2025 Export Champions list, announced by the Turkish Cement, Glass, Ceramic, and Soil Products Exporters' Association (ÇCSİB):



5th Company with the Highest Gray Cement Exports in 2025

5th Company with the Highest Overall Cement Exports in 2025

4th Company with the Highest Clinker Exports in 2025

ACHIEVEMENTS AND AWARDS



Two Awards from ÇEİS Stars of Development for Batı Anadolu Group of Companies!

With the "We Are Strong by Learning!" project, we won first place in the Learning and Development Award category, and among all entries, we also achieved **the highest score**, winning the Grand Award.



3rd Place in the 4th Blue Helmet Occupational Safety Competition Organized by the Turkish Ready-Mixed Concrete Association!

We won 3rd place for our performance in occupational health and safety at the Batıbeton Kemalpaşa Plant.

We are featured in the 2024 ISO Top 500 Industrial Companies list, released by the Istanbul Chamber of Industry, **with three of our companies under the Batı Anadolu Group!**



76th place
94th place
147th place

Double Success for Batıbeton!

We are proud to be included in Türkiye's ISO Second 500 Industrial Enterprises and the EBSO 100 lists.



Corporate Governance and Credit Ratings

Batıçım Batı Anadolu Çimento Sanayii A.Ş.

SAHA Corporate Governance and Credit Rating Services Corporate Governance Score: **88.58 → 89.02 ↑**

JCR Eurasia Rating Credit Score: **BBB+ (maintained)**

Batisöke Söke Çimento Sanayii T.A.Ş.

SAHA Corporate Governance and Credit Rating Services Corporate Governance Score (first rating): **88.81**

JCR Eurasia Rating Credit Score: **BBB- → BBB ↑**

04

Sustainability at the Bati Anadolu Group of Companies

“ As the Bati Anadolu Group of Companies,
we continue to manage our sustainability efforts
within a participatory and holistic structure
aligned with our strategic priorities. ”

SUSTAINABILITY GOVERNANCE MODEL

The sustainability management of the Batı Anadolu Group of Companies is carried out within a participatory framework integrated into the corporate governance structure, aligned with strategic priorities, with clearly defined roles and responsibilities, and supported by monitoring, reporting, and accountability mechanisms.

Across the Group, sustainability initiatives are coordinated through the Sustainability Committee, which covers all group companies. The sustainability strategy is managed by this Committee, which operates under the supervision of the Board of Directors, and is chaired by an Executive Member of the Board of Directors. This structure aims to ensure that sustainability issues are addressed at the highest level of governance and directly reflected in strategic decision-making processes.

The Sustainability Committee is responsible for determining strategies in environmental, social, and governance areas, as well as for the development of policies and targets, implementation of practices, monitoring, evaluation, and continuous improvement processes. The Committee also supports the Board of Directors in identifying risks and opportunities related to sustainability and in planning the necessary actions accordingly.

The Committee operates through a multidisciplinary structure consisting of at least four members, **including at least one member of the Board of Directors**, appointed to the following positions:

- Member of the Board of Directors**
- Group Chief Financial Officer (CFO)**
- Group Head of Marketing and Concrete**
- Group Head of Production Operations**

The sustainability governance model is supported at the operational level by the Sustainability Subcommittee. Composed of functional managers from the companies, the Subcommittee is responsible for data collection, coordination of implementation, performance monitoring, and execution of action plans, and reports directly to the Sustainability Committee.

Through this governance structure, sustainability performance is regularly monitored, reported to senior management, and integrated into corporate decision-making processes.



You can access the Working Principles of the Sustainability Committee from the link below:

SUSTAINABILITY GOVERNANCE MODEL



● **BATIÇİM** **Bornova Plant**

Bornova Factory Director
Production Manager
Maintenance Manager

● **BATISÖKE** **Söke Plant**

Söke Factory Director
Production Performance Manager
Operations Managers
Maintenance Manager

● **BATILİMAN**

Port Operations Manager

● **BATIBETON**

Director of Batibeton
Batibeton Technical Manager
Quality Management Manager
Regional Manager - North
Regional Manager - South

● **BATIENERJİ**

Energy Operations
Manager

SUSTAINABILITY GOVERNANCE MODEL

Members of the Sustainability Committee and Their Competencies

The Batı Anadolu Group of Companies Sustainability Committee has a multidisciplinary structure composed of senior executives representing different areas of expertise.

Title	Name	Competencies	Role Description
Member of the Board of Directors	Ömer Çağdaş Selvi	As a professional with a legal background and experience in corporate governance, he possesses expertise in regulatory compliance, ethical principles, stakeholder relations, and corporate risk management. He leads the shaping of the sustainability strategy within the legal framework and ensures that sustainability initiatives are championed at the senior management level.	To shape the sustainability strategy within the legal framework, ensure compliance with relevant regulations, and guide climate and sustainability initiatives in line with ethical principles and corporate governance standards. To assume ownership of sustainability initiatives at the executive level and align them with corporate risk management by taking stakeholder expectations into account.
Group Head of Production Operations	Caner Türkyener	Possesses expertise in production efficiency, energy management, resource optimization, and operational excellence. Plays a critical role in the development of sustainable production practices, emission reduction, minimization of environmental impacts, and ensuring sustainable operational performance.	To develop sustainable production practices focusing on emission reduction, energy efficiency, and resource optimization. To analyze physical and transition risks related to climate change within operational processes and develop necessary action plans. To develop and implement risk-based strategies aimed at improving operational sustainability performance.
Group Chief Financial Officer	Reşat Bağış Güngör	Possesses expertise in financial analysis, reporting, investment planning, and financial risk management. Plays a key role in the financial feasibility assessment of sustainability projects, resource planning for sustainability investments, and the exploration of green financing opportunities.	To ensure financial feasibility analyses for sustainability investments, strengthen financial resilience against climate risks, and conduct resource planning. To analyze financial impacts arising from transition risks (e.g., carbon taxes, regulatory changes) and integrate them into budgeting processes. To explore green financing sources and guide investments related to climate initiatives. To establish performance indicators aligned with carbon reduction targets and link them with incentive systems.
Group Head of Marketing and Concrete	Selçuk Uçar	Possesses expertise in market analysis, customer expectations, brand management, and sustainable product strategies. Guides the processes related to marketing low-carbon products, raising customer awareness, and embedding sustainability as a value proposition.	To develop marketing strategies for low-carbon products and target customer segments with high climate awareness. To design sustainable product strategies that adapt to transition risks (e.g., changing market demand) and align with market expectations. To evaluate climate and sustainability-related opportunities and plan actions to strengthen brand perception accordingly.

SUSTAINABILITY GOVERNANCE MODEL

In order to strengthen the effectiveness of the sustainability governance structure and enhance the technical competencies of committee members, the Batı Anadolu Group of Companies organized training activities during 2025. Within this scope, two comprehensive Sustainability Training programs were conducted with the participation of members of the Sustainability Committee and the Sustainability Sub-Committee.

The first training, delivered by expert organizations, focused on the Carbon Disclosure Project (CDP) and the Türkiye Sustainability Reporting Standards (TSRS) frameworks. The program addressed, through a holistic approach, the requirements for disclosure of climate-related risks and opportunities, the scope of international reporting standards, data collection and verification processes, and the integration of these requirements into corporate governance, strategy, and operations. The training also included best practice examples aimed at enhancing companies' transparency levels, meeting investor expectations, and strengthening regulatory compliance processes.

The second training evaluated the impacts of climate regulations and market mechanisms on business processes from a comprehensive perspective. The topics covered included the impact of EU regulations on trade within the scope of the Carbon Border Adjustment Mechanism (CBAM), carbon pricing and cost management under the Emissions Trading System (ETS), sector-specific risk and opportunity assessments, climate legislation and compliance processes in Türkiye, and recent developments related to regulatory trends and sustainable finance expectations.

In addition, a special awareness training exclusively for Sustainability Committee members was conducted, covering greenwashing risks, principles of transparent communication, and responsibilities related to the accuracy of sustainability claims.



“

Through these training programs, the aim is to strengthen the knowledge and competencies of committee members in climate regulations, reporting standards, market mechanisms, and sustainability governance.

”

SUSTAINABILITY GOVERNANCE MODEL

MANAGEMENT OF SUSTAINABILITY PROJECTS

The Batı Anadolu Group of Companies manages its sustainability projects in alignment with strategic objectives and through regular monitoring and reporting mechanisms.

The working areas of the Sustainability Sub-Committee have been defined **under three main pillars:**



ENVIRONMENTAL

Energy and Climate Change: Optimizing the company's energy use and reducing its carbon footprint.

Waste and Recycling: Developing waste management strategies and supporting recycling programs.

Water and Natural Resources: Ensuring efficient water use and managing natural resources sustainably.



SOCIAL

Occupational Health and Safety: Protecting employee health and ensuring safe working environments.

Employee Rights and Human Resources: Respecting employee rights and promoting fair labor practices.

Community Engagement and Development: Creating engagement and support programs for the communities in which the company operates.



GOVERNANCE

Transparency and Reporting: Enhancing transparency both within and outside the company and reporting ESG performance.

Ethics and Business Conduct: Complying with ethical standards and strengthening business ethics.

Board of Directors and Leadership: Strengthening the board structure and promoting sustainability leadership.

SUSTAINABILITY GOVERNANCE MODEL

MANAGEMENT OF SUSTAINABILITY PROJECTS

Members of the Sustainability Sub-Committee participate in projects related to strategic objectives either on a temporary or continuous basis. The Sustainability Committee determines priority projects in line with sustainability goals and strategies and establishes project teams from among the sub-committee members. For each project, a Project Leader is appointed. Project leaders serve as principal members responsible for executing the relevant activities and monitoring project performance.

Through the coordination of sub-committee members and relevant departments, **6 projects were implemented in 2024 and 8 projects in 2025, bringing the total number of completed projects aligned with sustainability strategic objectives to 14.**

To ensure effective project management, activities are regularly monitored through weekly action tracking tables, and progress is shared with the Sustainability Committee. In addition, project performance and implementation levels are evaluated during project review meetings held every two months and presented to the Committee. Through this structure, the alignment of projects with strategic objectives, their timely progress, and continuous improvement are regularly monitored and effectively managed.

During 2025, a total of 9 Sustainability Committee meetings were held. Five of these meetings focused specifically on sustainability projects. At the first meeting, the closure of the 2024 projects and the introduction of new-term projects were addressed. During the following four meetings, the progress status, performance indicators, and necessary actions related to sustainability projects were reviewed. During the reporting period, the Executive Member of the Board of Directors serving as the Chair of the Sustainability Committee attended all meetings, resulting in a 100% participation rate.



“ During the reporting period, the Executive Member of the Board of Directors serving as the Chair of the Sustainability Committee attended all meetings, resulting in a 100% participation rate. ”

SUSTAINABILITY GOVERNANCE MODEL

MANAGEMENT OF SUSTAINABILITY PROJECTS

Details of the 8 projects completed in 2025 can be found in the relevant sections of this report.

Project Name	Project Leader	Objective	Sustainability / Climate Relevance	SDG Contribution
Strategic Stakeholder Management	Human Resources Manager	Improving the management and monitoring system of permanent subcontractor companies and their employees	Sustainability	
Bati AR-GE	Concrete Operations Manager	Determining the framework for the R&D structure within cement and concrete operations, preparing the budget, and conducting benefit analysis	Climate – Sustainability	
Be Well2	Human Resources Manager	Strengthening employee engagement, sense of belonging, and employee experience	Sustainability	
Drop by Drop to the Future	Maintenance Manager	Monitoring water consumption, ensuring data reliability, and increasing water efficiency	Climate	
EKSEN: ESG Carbon Sustainability Integration	IT Manager	Digital integration of ISO 14064-compliant greenhouse gas management, CBAM, and reporting processes	Climate – Sustainability	
Business Continuity	OHS–Environment Manager	Establishing a business continuity system to ensure uninterrupted operations during crisis situations	Sustainability	
Sustainable Supply Extended	Purchasing Manager	Raising supplier awareness on OHS, environment, ethics, and human rights and collecting climate/sustainability data	Climate – Sustainability	
ZİM360	Human Resources Manager	Monitoring and effectively managing corporate resources on an employee basis	Sustainability	

SUSTAINABILITY GOVERNANCE MODEL

INTEGRATION OF SUSTAINABILITY INTO PERFORMANCE MANAGEMENT

Sustainability forms the foundation of our Group's long-term value creation approach and is integrated into our performance management system as a component of our corporate strategy. Within this framework, our sustainability priorities are managed not only at the policy level but also directly through managerial responsibilities and performance evaluation mechanisms.

In line with this approach, the OKR (Objectives and Key Results) system we implement is one of the most important tools ensuring the organization-wide ownership of sustainability goals. Within the OKR framework, specific, measurable, achievable, relevant, and time-bound (SMART) goals are defined, and progress related to sustainability-linked objectives is systematically monitored through performance evaluation mechanisms. Progress is tracked through OKR review periods held twice a year. During these reviews, developments related to each objective are evaluated, supported with explanatory notes, and where necessary, corrective actions are planned and implemented. Performance results related to these objectives are integrated into the variable compensation structure and supported through incentive mechanisms.

This structure strengthens transparency, accountability, and a data-driven decision-making culture in the monitoring of sustainability performance.

A similar integration approach has also been adopted across our Corporate Performance Management System, and the share of sustainability targets within total performance objectives **has reached 26%**. Performance results related to these objectives are integrated into the variable compensation structure

and supported through incentive mechanisms. In addition, sustainability-focused key performance indicators (KPIs) have been linked to the annual performance scorecards, compensation, and bonus systems of the Sustainability Committee and sub-committee members, thereby becoming part of the incentive mechanism promoting corporate sustainable value creation. Within this framework, the Sustainability Committee manages key areas such as occupational health and safety, environmental performance, carbon emission management, alternative energy use, waste and resource efficiency, and sustainable product management, while sub-committees are responsible for project monitoring, performance measurement, and continuous improvement processes.

In the coming period, we aim to further strengthen the determining role of sustainability in performance management. **Accordingly, the weight of sustainability-linked objectives within the performance system is planned to increase to 50% by 2035 and to 70% by 2053.**

This increase will support the integration of sustainability criteria into decision-making processes across all management levels, strengthen the link between financial performance and sustainable value creation, and enhance long-term corporate resilience.

“ The Batı Anadolu Group of Companies approaches sustainability as a management approach that supports long-term value creation, strengthens corporate resilience, and guides business processes.

”

In 2025, 55% of the OKRs defined for the members of the Sustainability Committee, composed of senior executives, were sustainability-focused. These objectives are associated with areas such as employee engagement, corporate culture, digital maturity, supply chain, and safety management.

SUSTAINABILITY GOVERNANCE MODEL

VALUE CREATION MODEL



Type of Capital	Inputs (Resources)	Activities	Value Chain	Outputs (Value Generated)	Value Created	SDGs
Financial Capital	<ul style="list-style-type: none"> Equity and capital Sales revenue Use of the green İredit (MIGA) program Incentives and funds Investments 	<ul style="list-style-type: none"> Sustainable financial management Digitalization and efficiency improvement projects Risk management and strategic planning Pricing, sales and marketing Investment processes 	<ul style="list-style-type: none"> Banks, investors, shareholders, suppliers 	<ul style="list-style-type: none"> 14,290 million TRY income 9.5% EBITDA 9.7% OPEX/sales (Operating Expenses/Sales) Total Assets Equity Size 	<ul style="list-style-type: none"> Long-term economic sustainability Strong and reliable financial structure Improvement of investor confidence Increasing financial support mechanisms for carbon reduction ÇCSIB Champions of Export Awards 	
Generated Capital	<ul style="list-style-type: none"> 2 cement production plants 1 cement grinding and packaging plant 19 ready-mixed concrete production plants 1 port / Port area: 238,450 m² 2 hydroelectric power plants (HEPP) 	<ul style="list-style-type: none"> Modernization and capacity expansion New logistics and storage systems RDF system integration 	<ul style="list-style-type: none"> Customers, suppliers, dealers, employees, investors 	<ul style="list-style-type: none"> Cement production capacity 5,800,000 tons Clinker production capacity: 4,370,000 tons Cement grinding and packaging capacity: 324,000 tons Ready-mixed concrete production capacity: 4,500,000 m³ Port handling capacity: 6,000,000 tons Energy production (HEPP): 60,000 MWh 	<ul style="list-style-type: none"> Operational excellence More efficient logistics and supply chain Energy and operational efficiency improvement 	
Human Capital	<ul style="list-style-type: none"> 1,000+ employees Efforts to build a diverse and inclusive workforce Budgets and resources allocated for employee development Strong occupational health and safety (OHS) infrastructure Initiatives to provide a good work environment and improve employee engagement 	<ul style="list-style-type: none"> Comprehensive training programs (technical, personal development, leadership) Occupational health & safety practices Comprehensive training programs and learning organization practices for employee development Business ethics, Human Rights, Diversity, inclusion, and equal opportunity policies Employee engagement surveys Effective leadership programs and career planning processes Committee meetings Employee benefits Performance-based reward 	<ul style="list-style-type: none"> NGOs, Academic institutions, international institutions, employees, trade unions, educational institutions, investors, customers, suppliers 	<ul style="list-style-type: none"> 44,053 hours of training 7,840,679 TRY training expenditure Employee engagement score: 60.1% Participation in Anti-bribery, Anticorruption, Business Ethics, Human Rights, Diversity & Inclusion trainings: 100% Employee turnover rate: %15.7 	<ul style="list-style-type: none"> Long-term human resource strengthening Happier and more productive employees An organization that encourages innovation in business processes Sustainable workforce management Good and inclusive working environment Health and safety of our employees Employee engagement and motivation ÇEİS First Prize Award 	
Social and Relational Capital	<ul style="list-style-type: none"> Social responsibility projects and events Collaboration with national and international organizations NGO memberships Transparency and effective communication policies to strengthen stakeholder relations 	<ul style="list-style-type: none"> Supply chain sustainability practices Community support projects Ethics and compliance processes Solution center process Customer and supplier portals Audits and surveys for stakeholders Training activities for suppliers Donations and sponsorships 	<ul style="list-style-type: none"> Stakeholders, NGOs, communities, public institutions, customer, supplier 	<ul style="list-style-type: none"> Customer satisfaction: 92% Supplier rate adopting the 'SupplierCode of Conduct': 93% 104,490 person*hours of corporate social impact CDP and LSEG index scores 	<ul style="list-style-type: none"> Social benefit Sustainable social impact Long-term stakeholder relations Strong corporate identity Increasing brand value and customer trust 	
Natural Capital	<ul style="list-style-type: none"> Natural resources Alternative raw materials Renewable energy sources 	<ul style="list-style-type: none"> Energy efficiency and carbon reduction projects Circular economy practices 	<ul style="list-style-type: none"> Environmental authorities, public institutions, local governments, academic institutions, suppliers, customers, investors 	<ul style="list-style-type: none"> Use of alternative fuels: 14.5% Waste heat utilization: 15.6% Clinker/cement ratio: 76.1% Waste heat and RDF facility investments Use of supplementary cementing materials (SCMs): 18.8% Recovery of waste from our operations: 99.80% Ready-mixed concrete recycling water usage rate 33.1% 	<ul style="list-style-type: none"> Approaching the long-term carbon-neutral target More sustainable production processes Responsible production and consumption Promoting the circular economy THBB OHS Third Prize Award 	
Intellectual Capital	<ul style="list-style-type: none"> R&D investments Digital transformation Sustainable product innovation 	<ul style="list-style-type: none"> R&D and innovation projects New product development Data management and innovation Digital ESG platforms Integration projects with robotic processes Academic partnerships 	<ul style="list-style-type: none"> Academic institutions, technology centers 	<ul style="list-style-type: none"> Digital maturity score: 60% 2 EPD certified sustainable products Digital data tracking systems 8,524,998 TRY R&D expenditure 	<ul style="list-style-type: none"> Data-driven business process transformation Competitive advantage Faster and more agile ways of doing business Enhancing innovation capacity Industry leadership 	

SUSTAINABILITY STRATEGY

The Batı Anadolu Group of Companies designs its sustainability strategy with a value creation focus and an integrated thinking approach.

In this context, by integrating the Six Capitals Model developed by the Value Reporting Foundation into our business processes, we shape our long-term goals in line with financial, manufactured, natural, human, social, and intellectual capital and manage our resource allocation and strategic decision-making processes with this holistic perspective.

Our strategy is based on the identification, prioritization, and monitoring of risks and opportunities arising across environmental, social, and governance (ESG) dimensions through performance indicators.

The double materiality analyses we conduct in line with stakeholder feedback and the methodology set out in the draft document titled “European Sustainability Reporting Guideline 1 – Double Materiality Conceptual Framework for Standard Setting,” defined by the European Financial Reporting Advisory Group (EFRAG), serve as the main reference point for identifying our sustainability-related impacts, risks, and opportunities and for shaping our strategic priorities.

At the Sustainability Workshop held in 2025, we updated our sustainability priorities and performance targets. The workshop was conducted by **a multidisciplinary team of 37 participants**, including members of the Sustainability Committee and the Sustainability Sub-Committee, which consists of all company managers. Within this **governance-based participation structure**, our strategic directions were reassessed in line with emerging regulatory developments and market dynamics. During the workshop process, we reanalyzed

our climate-related risks and opportunities in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and reviewed transition risks, physical risks, and their related financial impacts. In addition, we analyzed sector-specific sustainability risks within the framework of the Sustainability Accounting Standards Board (SASB) standards and the Türkiye Sustainability Reporting Standards (TSRS) and evaluated the potential impacts of these risks on operational and financial performance.

This comprehensive assessment process enabled stronger integration of our sustainability strategy with governance, risk management, and performance monitoring mechanisms. As a result, our sustainability approach has been structured not only as a compliance-oriented framework but also as a management model that enhances resilience and supports long-term value creation.

You can access the Sustainability Policy implemented by the Batı Anadolu Group of Companies at the **following link**:



SUSTAINABILITY STRATEGY

OUR SUSTAINABILITY PRIORITIES AND STRATEGIC COMPLIANCE

Stakeholder Communication

As the Batı Anadolu Group of Companies, we maintain a transparent, regular, and two-way communication mechanism with our stakeholders in order to manage the environmental and social impacts of our activities. Stakeholder engagement is one of the tools that provides data for our decision-making processes, enables the early identification of risks, and supports our long-term value creation approach.

We consider it a corporate responsibility to provide all our stakeholders with accurate, clear, and timely information, and we conduct our communication processes in line with the principles of equality, transparency, accountability, and responsibility. We do not limit stakeholder engagement solely to our direct operations; rather, we approach it in a way that encompasses our suppliers, customers, contractors, financial institutions, and local communities affected by our activities throughout the value chain. This approach enables a holistic evaluation of environmental and social impacts that may arise across our upstream and downstream value chain.

Our stakeholder communication and engagement processes are carried out within the scope of the Stakeholder Engagement Plan. Stakeholder groups are analyzed and prioritized by considering their impact on company operations, their level of influence on the company, and their sustainability-related expectations. Engagement with stakeholders is maintained through the corporate website, social media channels, e-mail, telephone, face-to-face meetings, and online platforms. Through our annual activity and sustainability reports, we transparently share our strategies, performance indicators, and targets with the public. Feedback obtained through surveys, site visits, and sectoral platforms is analyzed and shared with the relevant departments.

You can access the Batı Anadolu Group of Companies Stakeholder Engagement Plan at the following link:



Our community health and safety approach is also an important component of our stakeholder management framework. Within this scope, through the Community Health and Safety Plan, we aim to ensure a safe operational environment for employees, contractors, visitors, and local communities affected by our activities. This system, supported by risk analyses, field inspections, emergency planning, and training, is implemented in an integrated manner with our human rights principles and corporate risk management approach.

You can access the Batı Anadolu Group of Companies Community Health and Safety Plan at the following link:



Our stakeholders have been identified and prioritized through group studies and internal evaluation processes, taking into account their impact on company activities and the current and potential impacts of our activities on stakeholders. This assessment was carried out in alignment with the double materiality approach.

Within this framework, the process was structured according to the following criteria:

1. Stakeholders Importance

The direct and indirect impact of the stakeholder on company operations, strategic objectives, risk profile, and sustainability performance is analyzed. This analysis is conducted by considering the stakeholder's influence on decision-making processes and its importance for the continuity of company operations.

2. Key Issues for Stakeholders

Stakeholders' expectations, needs, and priorities are evaluated, and the relationship of these expectations with sustainability-related impact, risk, and opportunity areas is analyzed. In this way, the intersection areas between issues material to the company and stakeholder priorities are identified.

3. Engagement Procedure

Appropriate communication and engagement methods are defined for each stakeholder group. Through tools such as workshops, surveys, one-on-one meetings, regular reporting processes, and digital communication channels, a sustainable and traceable interaction structure has been established.

STAKEHOLDER COMMUNICATION

STAKEHOLDER	STAKEHOLDER IMPORTANCE	KEY ISSUES FOR STAKEHOLDERS	ENGAGEMENT PROCEDURE
Shareholders	It is a critically important stakeholder group that provides capital for the financial sustainability and growth of Batı Anadolu Group of Companies.	Return on investment (ROI), risk management, transparent reporting, environmental initiatives, and social responsibility projects.	Annual ordinary and extraordinary general meetings, sustainability reports, annual activity reports, investor presentations, and regular financial reports.
Senior Management	It is a critically important stakeholder group in defining the strategic goals and steering the sustainability policies of Batı Anadolu Group of Companies.	Integration of strategic management, financial performance, the preservation of corporate culture, and sustainability targets.	Strategy meetings, performance reports, management of sustainability projects.
Board of Directors	It is a critically important stakeholder group in making decisions on the long-term strategies, governance standards, and financial sustainability of Batı Anadolu Group of Companies.	Governance standards, sustainability investments, and risk management.	Board of Directors meetings, audit reports, and evaluation of investment projects.
Employees	A stakeholder group of critical importance for ensuring the efficient and effective management of Batı Anadolu Group of Companies and for aligning business processes, risk, and performance indicators with the set targets.	Employee satisfaction, employee engagement, occupational health and safety, diversity, equality, training and career development.	Employee engagement surveys, training and development programs, suggestion systems, internal communication platforms, social events, and performance evaluation processes.
Suppliers	A stakeholder group of critical importance for ensuring the continuity of production processes and creating a sustainable supply chain.	Supply chain sustainability, supplier code of conduct, occupational health and safety, and environmental compliance.	Sustainability-focused audits, regular meetings, training programs, and adoption of supplier code of conduct.
Customers	It is the key stakeholder group that ensures the continuity of the business. Increasing customer satisfaction with eco-friendly products and innovative solutions is the primary goal of Batı Anadolu Group of Companies.	Product quality, reducing carbon footprint, sustainable cement and concrete products.	Customer feedback surveys, eco-friendly product information, technical support, customer surveys, and customer meetings.
Local Communities	A stakeholder group of critical importance for ensuring social acceptance in our areas of operation and contributing to society.	Environmental impacts, local employment, and community projects.	Informational meetings, social responsibility projects, feedback mechanisms, and local employment opportunities.
Non-Governmental Organizations	A stakeholder group of critical importance that provides support for achieving sustainability targets by ensuring cooperation in environmental, community, and social responsibility projects.	Environmental protection, local development, and social projects.	Joint projects, aid and donations, regular communication, and cooperation meetings.
Legal Authorities	A stakeholder group of critical importance for ensuring compliance with legal regulations and sustainability of activities, and meeting legal requirements such as authorizations, permits, and licenses.	Legal compliance, environmental management, and occupational health & safety	Regular audits, reporting, information sharing, and ensuring compliance with legal requirements.
Universities	A stakeholder group of critical importance that offers opportunities for collaboration in scientific research, innovative solutions, and human resource development processes.	R&D activities, sustainable production solutions, educational collaborations.	Joint projects, student internship programs, conferences, and seminars.
Audit Organizations	A stakeholder group of critical importance for ensuring the transparent performance of activities and compliance with legal and international standards.	Transparency, sustainability reporting, legal compliance.	Regular audits, independent audit reports, and audit results made available to stakeholders.
Medya	A stakeholder group of critical importance in promoting the brand perception, sustainability efforts, and social projects of Batı Anadolu Group of Companies to a wider audience.	Transparent communication, promotion of social projects, and crisis management.	Press releases, media relations, active content sharing on social media platforms, and media briefings.

SUSTAINABILITY STRATEGY

OUR SUSTAINABILITY PRIORITIES AND STRATEGIC COMPLIANCE

Double Materiality Assessment

The Batı Anadolu Group of Companies evaluates its sustainability-related topics in line with the European Union sustainability reporting approach based on the double materiality principle. This analysis was conducted based on the conceptual framework defined in the draft document titled "European Sustainability Reporting Guideline 1 – Double Materiality Conceptual Framework for Standard Setting" published by the European Financial Reporting Advisory Group (EFRAG).

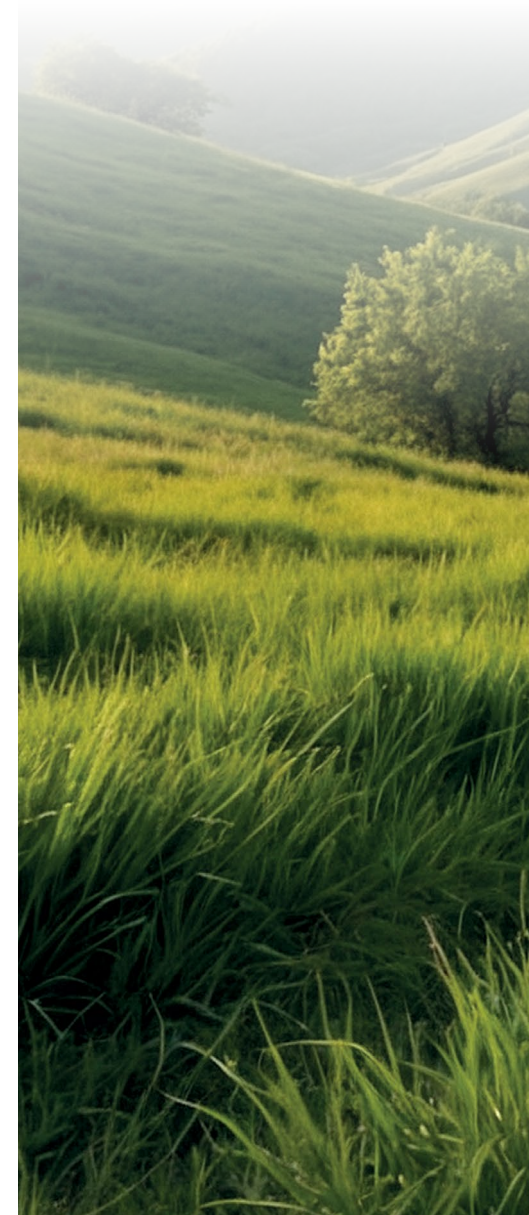
Within this scope, impact materiality was assessed where a sustainability issue is associated with significant actual or potential impacts on people or the environment arising in the short, medium, or long term through our activities and business relationships. Impacts were analyzed by considering the criteria of scale, scope, remediability, and likelihood of occurrence.

Financial materiality, on the other hand, was considered when a sustainability issue creates or may create risks and opportunities that affect our future cash flows, financial position, and enterprise value. This evaluation was conducted within the framework of continuity of access to resources, dependency on business relationships, and the magnitude of potential financial impact.

A multi-dimensional assessment approach was adopted in the process of determining material topics.

Within this framework, potential material topics were identified by considering: Views obtained from internal and external stakeholders through surveys and direct feedback, Relevant regulatory requirements, particularly the European Union Corporate Sustainability Reporting Directive (CSRD) and the Türkiye Sustainability Reporting Standards (TSRS), International frameworks such as the GRI Standards, the United Nations Sustainable Development Goals, and the World Economic Forum Global Risks Report, Sector-specific guidelines and priority maps, National strategy and policy documents.

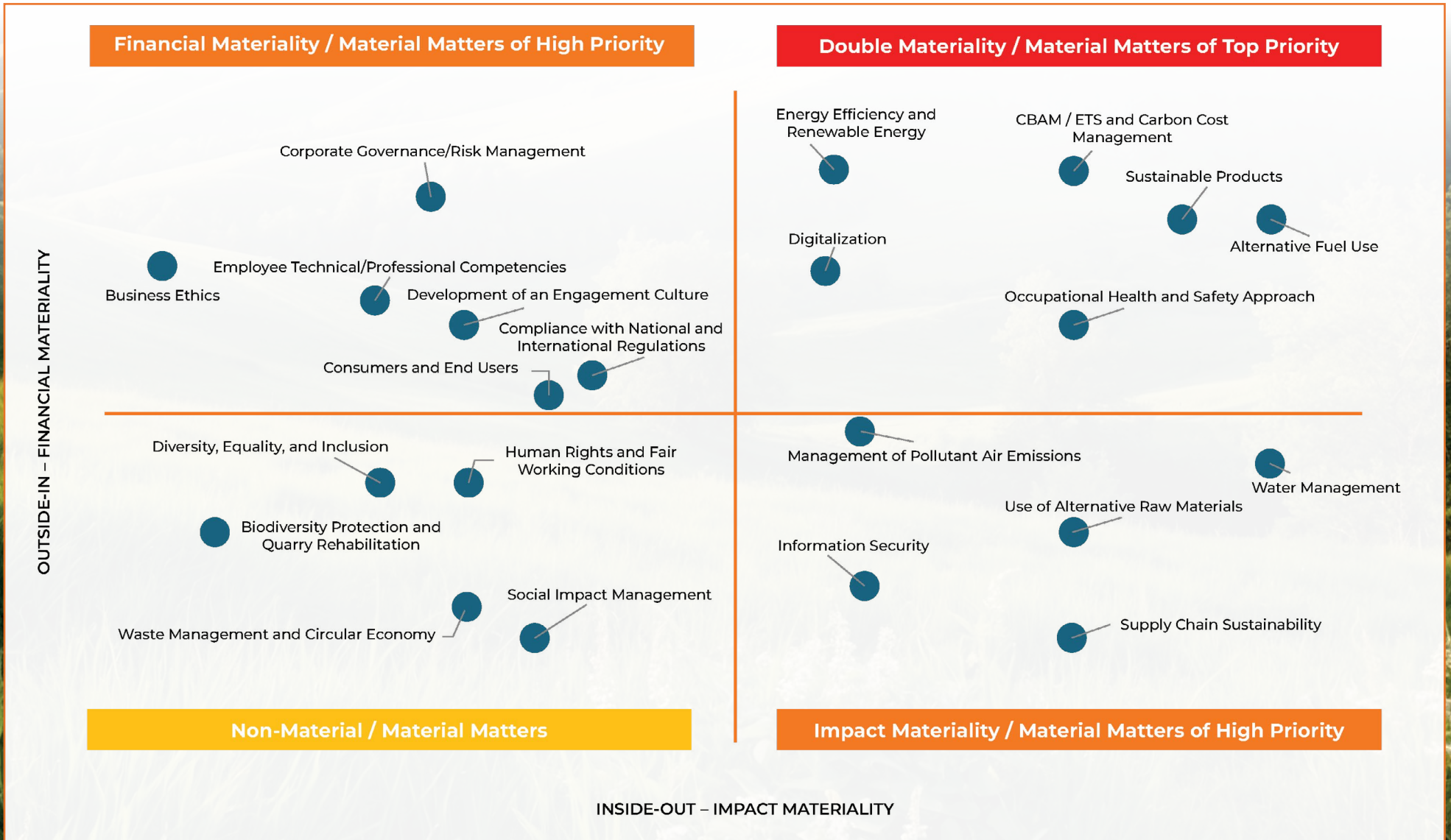
The identified topics were evaluated in line with the double materiality principle, considering both their impact and financial dimensions. Based on the evaluation results, materiality levels were determined and a prioritization matrix was created. The findings were subsequently reviewed by senior management, and the final materiality matrix was established.



SUSTAINABILITY STRATEGY

OUR SUSTAINABILITY PRIORITIES AND STRATEGIC COMPLIANCE

Double Materiality Assessment



SUSTAINABILITY STRATEGY

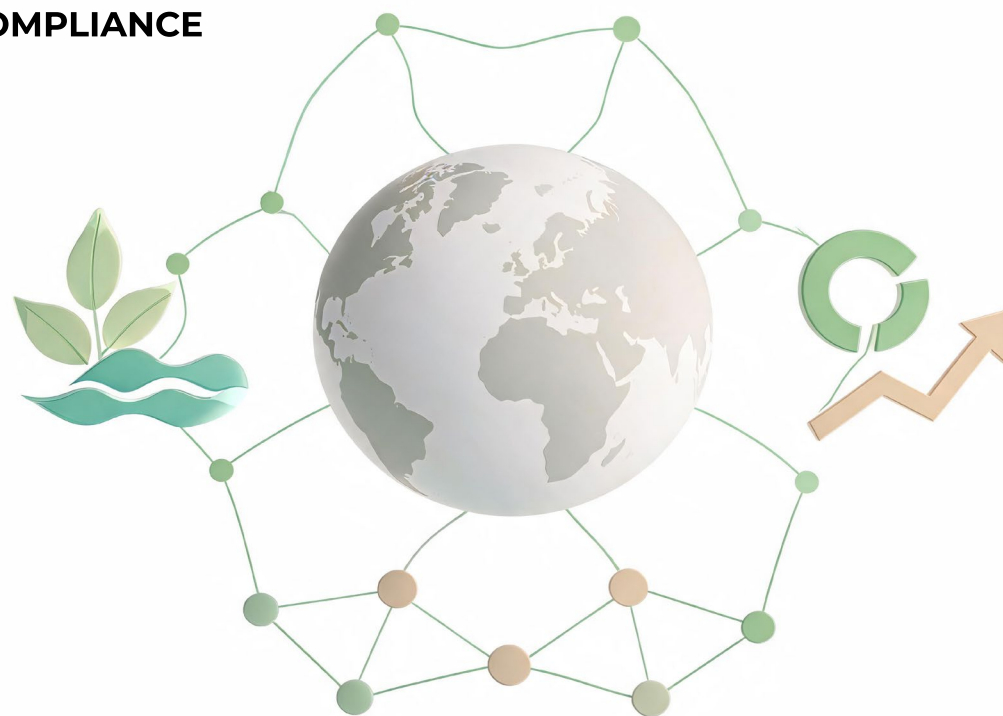
OUR SUSTAINABILITY PRIORITIES AND STRATEGIC COMPLIANCE

Double Materiality Assessment

Sustainability topics are evaluated across upstream, direct, and downstream dimensions in order to reveal the scope of impacts occurring throughout our value chain. Within this framework, our impacts, risks, and opportunities (IRO) are analyzed.

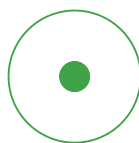
In addition, by considering **short-term (1-3 years)**, **medium-term (3-10 years)**, and **long-term (10+ years)** time horizons, projects are developed in relation to priority sustainability topics, and continuous improvement activities focused on operational excellence are carried out.

By taking into account the impacts across our value chain as well as the risks and opportunities they pose for our company, our priority areas are determined and development opportunities in these areas are monitored on a regular basis.



Downstream

Refers to the impacts of our products and services on customers, end users, local communities, and the market. This scope includes product use, customer relations, social impacts, and the outcomes affecting stakeholders in our areas of operation.



Direct

Refers to impacts arising from our company's own operations, production activities, management systems, and employee practices. This dimension covers the environmental, social, and governance impacts resulting from activities carried out at our facilities.



Upstream

Refers to impacts arising from processes occurring before our operations and related to our supply chain. This scope includes raw material procurement, energy and service purchases, logistics activities, and the environmental and social performance of suppliers.

SUSTAINABILITY STRATEGY

OUR SUSTAINABILITY PRIORITIES AND STRATEGIC COMPLIANCE

Contribution to Sustainable Development Goals

As the Batı Anadolu Group of Companies, we contribute to 14 of the 17 Sustainable Development Goals determined by the United Nations.

In parallel with our priority matters, the priority SDGs where we have the greatest impact are as follows:



SUSTAINABILITY STRATEGY

OUR SUSTAINABILITY PRIORITIES AND STRATEGIC COMPLIANCE

Contribution to Sustainable Development Goals

MATERIAL MATTERS OF TOP PRIORITY							
Title	Downstream	Direct	Upstram	Time Frame	IRO Impact	Description	Related SDG
CBAM, ETS and Carbon Cost Management					! ✓ -	Due to the high carbon-intensive production structure of cement manufacturing, the introduction of carbon pricing mechanisms may lead to an increase in export costs. However, gaining low-carbon production capabilities through emission-reduction investments may create a competitive advantage.	
Occupational Health and Safety Approach					! ✓ + -	Due to the nature of heavy industry operations, there are inherent risks of workplace accidents. A strong OHS culture is expected to support employee well-being and business continuity.	
Alternative Fuel Use					✓ +	Increasing the use of alternative fuels may help reduce dependence on fossil fuels and make energy costs more predictable. This practice is expected to have positive effects on emission reductions.	
Sustainable Products					! ✓ +	Demand for low-carbon products is expected to increase. Failure to adapt to this transition may lead to loss of market share, while developing sustainable products may create new market opportunities.	
Energy Efficiency and Renewable Energy					! ✓ +	Fluctuations in energy prices may increase production costs. Efficiency projects and the use of renewable energy may contribute to reducing costs and lowering the carbon footprint.	
Digitalization					! ✓ +	Increasing dependence on digital infrastructure may bring cyber risks. However, data-driven management practices may improve operational efficiency.	

Short Term Medium Term Long Term

! Risk ✓ Opportunity - Negative Impact + Positive Impact

SUSTAINABILITY STRATEGY

OUR SUSTAINABILITY PRIORITIES AND STRATEGIC COMPLIANCE

Contribution to Sustainable Development Goals

MATERIAL MATTERS OF HIGH PRIORITY							
Title	Downstream	Direct	Upstream	Time Frame	IRO Impact	Description	Related SDG
Water Management					! ✓ +	Increasing water stress may pose a risk to operational continuity. Expanding water recovery practices may reduce water dependency and enhance operational resilience.	
Use of Alternative Raw Materials					✓ +	The use of alternative raw materials may reduce natural resource consumption and improve production costs.	
Supply Chain Sustainability					! ✓ + -	Since requirements such as raw materials and fuel depend on suppliers, global supply disruptions, price fluctuations, and logistical challenges may pose risks to operational continuity. However, integrating sustainability criteria into procurement processes may increase supply chain resilience, strengthen cost predictability, and contribute to stakeholder trust.	
Management of Pollutant Air Emissions					! -	Exceeding emission limits may create risks in terms of regulatory sanctions and stakeholder perception.	
Information Security					! ✓ +	Potential data breaches may lead to operational disruptions and reputational damage. Establishing strong information security systems is expected to support corporate trust.	
Compliance with National and International Regulations					! ✓ +	As the cement sector is subject to intensive regulations, changes in environmental, carbon, occupational safety, and trade legislation may create operational and financial risks. Proactive compliance management may facilitate access to international markets, reduce sanction risks, and strengthen corporate reputation.	

















Short Term Medium Term Long Term

! Risk ✓ Opportunity - Negative Impact + Positive Impact

SUSTAINABILITY STRATEGY

OUR SUSTAINABILITY PRIORITIES AND STRATEGIC COMPLIANCE

Contribution to Sustainable Development Goals

MATERIAL MATTERS OF HIGH PRIORITY							
Title	Downstream	Direct	Upstream	Time Frame	IRO Impact	Description	Related SDG
Consumers and End Users					! ✓ +	Failure to adapt to changing customer expectations may create market risks. Sustainable products are expected to increase customer loyalty.	   
Development of an Engagement Culture					✓ +	A strong corporate culture is expected to positively influence employee engagement and corporate performance.	 
Corporate Governance / Risk Management					! ✓ +	Failure to effectively manage strategic, operational, and financial risks may affect business continuity. The development of integrated risk management systems may increase corporate resilience against uncertainties and support long-term value creation.	   
Employee Technical/ Professional Competencies					✓ +	Improving technical competencies may enhance operational efficiency and innovation capacity.	  
Business Ethics					! ✓ + -	Non-compliance with ethical principles, corruption, or conflicts of interest may create risks such as reputational damage, legal sanctions, and a decline in stakeholder trust. Strong ethical culture and compliance mechanisms are expected to enhance corporate trust and support sustainable business relationships.	  

Short Term  Medium Term  Long Term 

! Risk ✓ Opportunity - Negative Impact + Positive Impact

SUSTAINABILITY STRATEGY

OUR SUSTAINABILITY PRIORITIES AND STRATEGIC COMPLIANCE

Contribution to Sustainable Development Goals

MATERIAL MATTERS							
Title	Downstream	Direct	Upstram	Time Frame	IRO Impact	Description	Related SDG
Human Rights and Fair Working Conditions					! ✓ + -	Potential rights violations involving employees or within the supply chain may create reputational risks and stakeholder pressure. Human rights-focused management practices are expected to increase employee engagement, strengthen the employer brand, and reduce social risks.	
Social Impact Management					! ✓ +	Failure to effectively manage local stakeholder expectations in the regions where production activities are carried out may create social risks. In this context, establishing strong relationships with local communities and conducting activities focused on social responsibility and social benefit may strengthen corporate reputation and contribute to social sustainability.	
Waste Management and Circular Economy					! ✓ +	The management of waste generated as a result of industrial activities may create operational and environmental risks. Within this scope, a zero-waste approach is adopted, aiming to reduce waste at its source and recover waste at the highest possible rate. Utilizing waste as alternative fuel and raw material may reduce disposal needs, increase resource efficiency, and contribute to lowering carbon emissions.	
Diversity, Equality, and Inclusion					✓ +	Limited diversity within the technical and operational workforce structure may create risks for talent management in the long term. Inclusive human resources practices are considered capable of increasing innovation capacity, strengthening employee engagement, and creating positive impacts on corporate reputation.	
Biodiversity Protection and Quarry Rehabilitation					! ✓ + -	The impacts of mining activities on ecosystems may create risks in terms of stakeholder expectations. Rehabilitation efforts are expected to increase social acceptance.	

Short Term Medium Term Long Term

! Risk ✓ Opportunity - Negative Impact + Positive Impact

SUSTAINABILITY STRATEGY

OUR SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

As the Batı Anadolu Group of Companies, our sustainability-related risks and opportunities have been assessed within the framework of the SASB Construction Materials Sector Standard and the Türkiye Sustainability Reporting Standards, taking into account the priorities specific to our sector. Detailed explanations regarding the scope, management approach, and performance indicators of the identified risks and opportunities are presented in the relevant sections of this report.

Topic	Risks	Opportunities	Location in the Report
Greenhouse Gas Emissions	Increased regulatory obligations due to the carbon-intensive production structure, exposure to carbon pricing mechanisms, and the risk of loss of competitiveness in export markets	Emission reductions through low-carbon production technologies and the use of alternative raw materials; gaining market advantage by responding to the demand for sustainable products	Combating Climate Change
Air Quality	Risk of administrative sanctions and operational interruptions if emission limits are exceeded; pressure from local stakeholders	Ensuring operational assurance and increasing stakeholder confidence through investments in emission control	Management of Pollutant Air Emissions
Energy Management	The impact of fluctuations in energy costs on production costs; energy supply security risk	Cost optimization and emission reduction through energy efficiency projects and the use of alternative fuels	Alternative Fuel Use Energy Efficiency And Renewable Energy
Water Management	Access restrictions to water resources, permitting processes, and operational disruption due to drought risks	Cost reduction and increased operational resilience through water efficiency practices	Water Management
Waste Management	Increase in costs due to waste disposal obligations and regulatory requirements	Resource efficiency and cost advantages by utilizing waste as alternative fuel and raw material	Waste Management
Product Innovation	Risk of failing to adapt to changing market expectations due to dependence on a traditional product portfolio	Increasing competitiveness and creating new market opportunities through the development of low-carbon and sustainable products	Sustainable Products

SUSTAINABILITY STRATEGY

CLIMATE-RELATED RISKS AND OPPORTUNITIES

As the Batı Anadolu Group of Companies, we assess our climate change-related risks and opportunities in accordance with TSRS 2 – Climate-related Disclosures Standard, published within the scope of the Türkiye Sustainability Reporting Standards, and guided by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

TCFD aims to ensure the transparent disclosure of the financial impacts of climate change-related risks and opportunities and to demonstrate how organizations manage these impacts. In this context, we evaluate climate change not only as a risk factor but also as a transformation area for long-term value creation. We analyze the effects of the transition to a low-carbon economy on our operations, business strategies, and financial structure.

Climate-related risks and opportunities are defined from the perspectives of physical risks (acute and chronic) and transition risks, in line with the recommendations of TCFD and TSRS 2. In order to effectively manage the impacts of these risks over time, our time horizons are defined as follows:

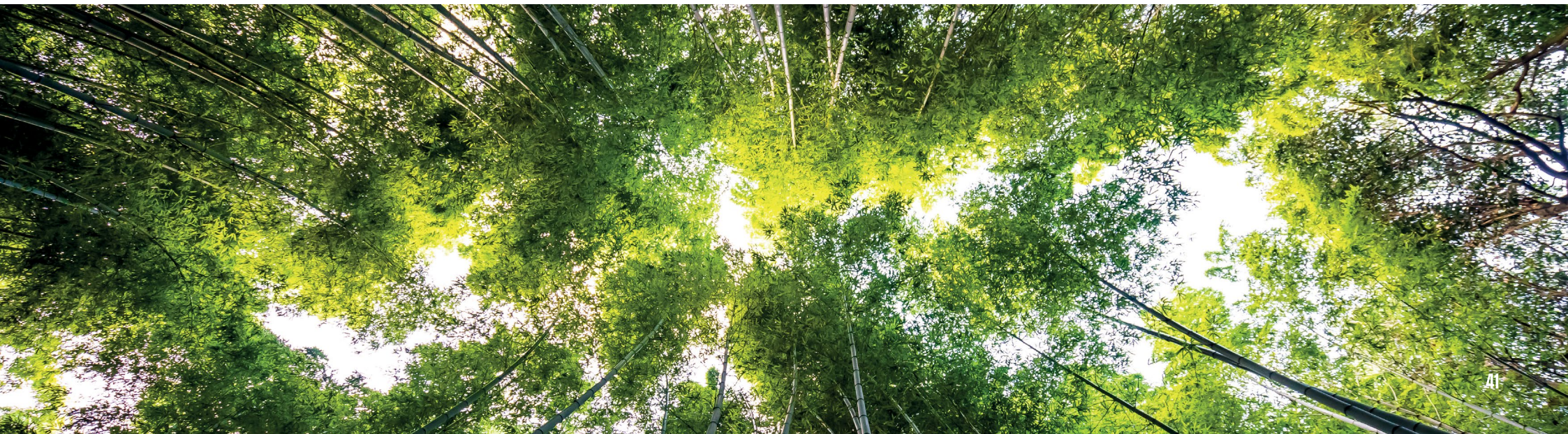
Short Term: Risks and opportunities likely to arise within 3 years

Medium Term: Risks and opportunities that may occur within 4 to 10 years

Long Term: Risks and opportunities that may emerge within 11 years or more

Climate-related risks and opportunities are evaluated under the oversight of the Sustainability Committee reporting to the Board of Directors. The Committee determines priority sustainability topics, establishes short-, medium-, and long-term

targets and roadmaps, and ensures the continuity of the climate risk management framework. During the prioritization process for climate-related risks and opportunities, a Sustainability Workshop was conducted with the participation of the Sustainability Subcommittee. Within the scope of the workshop, risks and opportunities were scored based on the criteria of likelihood of occurrence and potential impact, and priority risk and opportunity areas were determined according to the results obtained. The financial impacts of prioritized risks and opportunities were also assessed. In this context, potential impacts were analyzed by considering their possible effects on revenue. In the evaluation, risks and opportunities with the potential to create an impact greater than 0.25% of revenue were addressed as priorities. Detailed explanations regarding the results of the analysis can be accessed through our **TSRS reports**.



SUSTAINABILITY STRATEGY

OUR SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

The Batı Anadolu Group of Companies operates with an integrated business model across different sectors, and detailed information regarding the high-priority climate-related risks and opportunities identified as a result of the assessments is presented in the table below.

Type	Topic	Sector	Description	Term	Potential Financial Impact	Our Actions
Transition Risk	Carbon Pricing Mechanism	Cement, Concrete	Risk of increasing carbon costs and their reflection in production costs as a result of regulations such as the National ETS, the EU CBAM, and carbon taxes	Medium-Long	Increase in production costs, carbon cost liabilities, decline in competitiveness	Increasing the use of alternative fuels and raw materials, energy efficiency investments, emission reduction projects, and strengthening carbon management systems
Physical Risk (Acute)	Drought and Water Stress	Cement, Concrete, Hydropower	Risk of reduced water resources and disruptions in production processes due to rising temperatures and changes in precipitation patterns	Short-Medium	Production interruptions, increased operational costs, decrease in energy generation capacity	Water efficiency projects, recovery systems, use of alternative water sources, and water risk mapping studies
Physical Risk (Chronic)	Sea Level Rise	Cement, Concrete, Port	Potential for long-term sea level rise and coastal flooding risks to negatively affect port infrastructure and operational continuity, creating disruptions in export activities	Long	Disruptions in export operations, increased logistics costs, revenue loss, and the need for infrastructure reinforcement investments	Conducting climate resilience analyses, strengthening port infrastructure, and developing operational continuity plans
Opportunity	Use of Alternative Raw Materials	Cement	Reducing natural resource consumption and the clinker ratio through the use of industrial by-products as raw materials	Medium-Long	Cost savings, reduction in carbon emissions, competitive advantage	Integration of waste and by-products into production processes, R&D activities, and supply chain collaborations
	Alternative Fuel Use	Cement	Reducing carbon intensity by using alternative fuels instead of fossil fuels	Short-Medium	Reduction in energy costs, avoidance of carbon costs	Increasing the rate of alternative fuel use, R&D activities, infrastructure investments, and development of the supply network
	Waste Heat Recovery	Cement	Using waste heat generated from production processes for energy generation	Medium-Long	Decrease in energy costs, increase in operational efficiency	Operation and capacity expansion of waste heat recovery facilities
	Green Financing	All Sectors	Access to favorable financing sources for sustainable investments and advantages in financing costs	Medium-Long	Reduction in financing costs, increase in investment capacity	Use of sustainability-linked financing instruments and strengthening ESG performance

Our Sustainability Targets and Progress

PEOPLE FIRST



Target		Unit	2022	2023	2024	2025	2026 Target	2025 Target	2053 Target	Completion Status (2030)	Related Material Matter
The targets are within the scope of Batıçim Batı Anadolu (consolidated), with Batisöke disclosed separately.											
Reducing the accident frequency ratio	(number of accidents x 1,000,000)/working hours)		28.55	19.35	19.68	14.36	11.49	4.5	0.9	31%	Occupational Health and Safety Approach
Batisöke			41.03	35.28	24.42	16.47	13.18	6.11	1.22	37%	
Reducing the accident weight ratio	(number of lost days x 1000)/working hours)		0.66	0.25	0.29	0.25	0.2	0.06	0.01	24%	
Batisöke			0.71	0.48	0.57	0.27	0.22	0.11	0.03	41%	
Sustainability Training for Permanent Subcontractors		%	-	-	Transformation began!	97.4	100	100	100	97%	Supply Chain Sustainability
Batisöke			-	-	-	98	100	100	100	98%	
Sustainability Training – Company Employees		%	-	Transformation began!	100	100	100	100	100	100%	Business Ethics
Batisöke			-	-	100	100	100	100	100	100%	
Average hours of training per employee	hours/person		44.5	49.2	35.0	43.5	45.0	55.0	75.0	79%	Employee Technical/ Professional Competencies
Batisöke			65.9	63.9	42.8	42.3	45	50	70	85%	
Technical skill development	hours/person		2.96	3.01	4.77	11.96	12	15	20	80%	
Batisöke			5.46	4.91	5.3	10.63	11	15	20	71%	
Individual competency	hours/person		0.88	1.88	2.19	3.85	4	5	10	55%	Development of an Engagement Culture
Batisöke			0.2	2.73	2.66	2.71	3	5	10	54%	
Employee turnover rate	%		4.60	6.00	5.50	5.6	5	4	3	71%	
Batisöke			2.29	4.76	3.92	3.06	3	2.5	2	82%	
Employee engagement rate	%		-	Transformation began!	57.5	60.1	65.0	70	80	86%	Diversity, Equality, and Inclusion
Batisöke			-	Transformation began!	59,6	67.1	70	75	80	89%	
Female employee rate	%		4.1	4.3	4.6	5.3	6.0	8.0	20.0	66%	Diversity, Equality, and Inclusion
Batisöke			2.53	2.51	1.69	1.92	2	4	10	48%	
Corporate Social Impact Flow				Transformation began!	38,688	104,490	123,000	145,000	170,000	72%	Social Impact Management
Internal Stakeholders	person*hour		-	-	27,968	47,880	55,000	63,000	72,000	76%	
External Stakeholders			-	-	10,720	56,610	68,000	82,000	98,000	69%	

RESPECTING THE PLANET



Target The targets are within the scope of Batçim Batı Anadolu (consolidated), with Batsöke disclosed separately.		Birim	2022	2023	2024	2025	2026 Target	2035 Target	2053 Target	Completion Status (2030)	Related Material Matter
Clinker											
Scope 1 – Emissions intensity		tons of CO ₂ e/ ton clinker	0.912	0.946	0.908	0.902	0.900	0.800	0.400	89%	
	Batsöke		0.922	0.965	0.910	0.898	0.890	0.800	0.400	89%	
Scope 1 + 2 – Emissions intensity		tons of CO ₂ e/ ton clinker	0.942	0.978	0.941	0.931	0.925	0.825	0.420	89%	
	Batsöke		0.952	0.998	0.945	0.926	0.920	0.825	0.420	89%	
Cementitious											
Scope 1 – Emissions intensity		tons of CO ₂ e/ ton clinker	0.687	0.714	0.708	0.687	0.680	0.630	0.280	92%	
	Batsöke		0,673	0.714	0.692	0.656	0.650	0.630	0.280	96%	
Scope 1 + 2 – Emissions intensity		tons of CO ₂ e/ ton clinker	0.722	0.750	0.746	0.720	0.710	0.660	0.300	92%	
	Batsöke		0.714	0.753	0.732	0.692	0.690	0.660	0.300	95%	
Waste heat utilization*		%	18.0	15.0	13.0	15.6	18.0	20.0	25.0	78%	
	Batsöke	%	8.5	6.0	2.6	7.0	13.0	25.0	30.0	28%	Energy Efficiency and Renewable Energy
Use of alternative fuels **		%	0.3	0.9	8.6	14.5	17.2	30.0	60.0	48%	
	Batsöke	%	0	0.1	3.7	10.5	13.0	32.0	70.0	33%	Alternative Fuel Use
Alternative Raw Material Cement		%	8.1%	11.7%	7.9%	7.4%	8.2%	15%	25%	49%	
	Batsöke	%	7.5%	11.2%	6.4%	5.1%	5.5%	15%	25%	34%	Use of Alternative Raw Materials
Use of low carbon emission binders in ready-mixed concrete production***		%	63	67	65	64	63	60	50	94%	
Use of SCMs (Supplementary Cementing Material) utilization rate		%	19.4%	19.5%	17.0%	18.8%	24%	25%	40%	75%	
	Batsöke	%	22%	21%	19%	22%	24%	25%	40%	88%	Waste Management and Circular Economy
Recovery of waste from our operations		%	99.46%	99.66%	99.77%	99.80%	100%	100%	100%	99,8%	
Waste concrete sludge generated in concrete production		(kg/m ³)	60.0	65.0	57.0	59.9	58.0	50.0	40.0	83%	
Specific water amount		m ³ /ton product	0.21	0.19	0.21	0.24	0.21	0.18	0.15	75%	
	Batsöke	m ³ /ton cement	0.51	0.45	0.34	0.34	0.32	0.28	0.25	82%	Water Management
Recycled water usage rate in concrete production		%	27.8	28.0	23.2	33.1	34.0	35.0	40.0	95%	
Clinker/cement ratio		%	75.2	75.5	78.0	76.1	72.0	70.0	50.0	92%	
	Batsöke	%	72.8	74.2	75.7	73.1	72.0	70.0	50.0	96%	Sustainable Products
Mining sites with biodiversity action plans		number	0	0	0	0	0	1	3	0	
	Batsöke	number	0	0	0	0	0	0	1	0	Biodiversity Protection and Quarry Rehabilitation
Rehabilitated mine areas		ha	0	2.2	0	0	0	8	30	0	
	Batsöke	ha	0	0	0	1.87	0	4	15	47%	

*Ratio to total electricity consumption

**The average amount of waste in waste-incinerating kilns

***Clinker/total binder

TRANSFORMATION



Target	Birim	2022	2023	2024	2025	2026 Target	2035 Target	2053 Target	Completion Status (2030)	Related Material Matter
The targets are within the scope of Batı Anadolu (consolidated), with Batisöke disclosed separately.										
Share of sustainable cement in total cement sales percentage	%	77.3%	73.3%	72.7%	72.6%	80.0%	85%	100%	85%	Sustainable Products
Batisöke	%	75.1%	73.7%	73.8%	73.0%	80.0%	85%	100%	86%	
Supplier rate adopting the "Supplier Code of Conduct"	%	-	Transformation began!	80	93	95	97	100	96%	Supply Chain Sustainability
Rate of transition to digital platforms in the supply chain	%	-	Transformation began!	80	93	95	97	100	96%	
Sustainability-focused supplier audits	number	-	Transformation began!	30	91	100	150	200	61%	
Digital Maturity Score	%	-	-	Transformation began!	60	70	80	90	75%	
Artificial intelligence Usage	%	-	Transformation began!	1%	10%	20%	40%	70%	25%	Digitalization
Integration with robotic processes	%	-	Transformation began!	5%	10%	30%	40%	70%	25%	
Internal digital literacy	%	-	-	-	Transformation began!	20%	80%	95%	-	
Learning organization participation rate	%	Transformation began!	5%	7%	9.3%	12.0%	40%	90%	23%	Development of an Engagement Culture
Batisöke	%	-	3.6%	5.1%	7.1%	9.0%	40%	90%	18%	
Sustainability target weight in the Corporate Performance Management System	%	-	Transformation began!	16%	26%	32%	50%	70%	52%	Corporate Governance
Batisöke	%	-	Transformation began!	14%	25%	32%	50%	70%	50%	

05

People First

“With our people-centered approach,
we grow and transform together!”



We are One
Together We Succeed



PEOPLE FIRST

At the Batı Anadolu Group of Companies, our way of working is built on producing together, learning together, and becoming stronger together. We believe that corporate success is only possible in an environment where employees can realize their full potential and feel safe and valued.

In line with this belief, we implement practices that strengthen the employee experience, encourage development, and provide fair opportunities. Through our human resources approach that supports well-being, enhances competencies, and prioritizes participation, we aim to create a sustainable structure in which individual contributions translate into corporate value.

By incorporating our employees' opinions and contributions into decision-making processes, we foster a corporate culture based on open communication and mutual trust. We act with the awareness that teams with high levels of happiness and engagement are the strongest driving force behind long-term success and transformation.

Our people-centered approach is embodied in our corporate values and guides all our ways of doing business:



Our Values



Sincerity guides us in building open and transparent relationships;



Innovation enables us to adapt to change;



Unity encourages us to act in solidarity toward shared goals;



Equality ensures that we make decisions based on equality and merit;



Continuous Development supports a learning organization culture;



Courage inspires us to take responsibility and move forward with determination to shape the future.

PEOPLE FIRST - WE ARE ONE SAFE TOGETHER!

OCCUPATIONAL HEALTH AND SAFETY APPROACH

Health and Safety is Our Top Priority!

At the Batı Anadolu Group of Companies, health and safety is among the key areas considered within the management of our operations. Practices aimed at protecting the health and safety of our employees are addressed within a framework that includes identifying risks, developing preventive measures, and maintaining a continuous improvement approach. In this context, resources are allocated to enhance the effectiveness of Occupational Health and Safety (OHS) practices, and new methods and practices are continuously evaluated.

“

At Batı Anadolu Group of Companies, there have been no occupational disease cases in the last 5 years. In addition, no fatal work accidents have been recorded.

In this framework, occupational health and safety practices are addressed through a planned and preventive approach.

Zero Tolerance for Workplace Accidents and Occupational Diseases

At the Batı Anadolu Group of Companies, Occupational Health and Safety is addressed not merely as a matter of regulatory compliance but as an essential component of sustainable business success. Ensuring the safety of all our employees and stakeholders is a priority approach integrated into all our business processes.

To strengthen the OHS culture, regular training sessions, awareness activities, and preventive practices are implemented. Incidents and near-miss events are analyzed in detail, and corrective and improvement actions are promptly implemented based on the findings obtained.

Our employees are regularly informed about rules and procedures, and occupational health and safety issues are openly addressed across all platforms. Based on feedback and suggestions from the field, swift and effective actions are taken, supporting a participatory and learning-oriented safety culture.

Our motto:

In order to ensure that our Occupational Health and Safety approach is embraced through a shared understanding, a motto was defined based on the views of our employees and managers. Our Group is described through the “**We are One**” approach, representing individuals coming together around common goals.

We believe that making the OHS culture sustainable is possible first through individual awareness, then through team consciousness, and ultimately through collective ownership. With this inclusive perspective, the motto “**We are One Safe Together**” has become the shared language and guiding principle of our OHS approach.



We are One
Safe Together

PEOPLE FIRST - WE ARE ONE SAFE TOGETHER!

OUR OCCUPATIONAL HEALTH AND SAFETY GOLDEN RULES

The Health and Safety Golden Rules of the Batı Anadolu Group of Companies have been established to ensure employee safety, prevent workplace accidents, and make work processes more efficient.



Conduct a **Risk Assessment** Before Every Task



Ensure the **Safety** of Rotating Equipment



Work Safely at Height



Do Not Enter Confined Spaces Without **Authorization**



Work with the Appropriate **Work Permit**



Plan Lifting Operations, **Secure** Suspended Loads and the Surrounding Area



Use **Personal** Protective Equipment



Lockout Tagout Tryout **Ensure That** the LOTO Procedure Has Been Implemented



Ensure Road and Traffic **Safety**



Identify Hazards in Excavation Work

PEOPLE FIRST - WE ARE ONE SAFE TOGETHER!

OCCUPATIONAL HEALTH AND SAFETY TEAM

Within the Batı Anadolu Group of Companies, there is an Occupational Health, Safety and Environment (OHSE) Directorate that provides services to the entire Group. Within this directorate, a total of 7 Occupational Health and Safety specialists are employed: 3 at the Batisöke Plant, 3 at the Batıçım Bornova Plant, and 1 at Batıbeton. In addition, Occupational Safety Specialist services are provided at Batılıman and Batienerji, while Joint Health and Safety Units (OSGB) support all Group companies in terms of occupational health services.

The OHSE Directorate is responsible for monitoring field practices, conducting risk assessment studies, investigating occupational accidents and near-miss events, and planning preventive and corrective actions. Activities carried out within the directorate are addressed in accordance with the relevant legislation, internal company procedures, and the ISO 45001 Occupational Health and Safety Management System.

The appointment of workplace physicians and other healthcare personnel is ensured through the Joint Health and Safety Units from which services are procured. Through this structure, periodic health examinations, pre-employment medical examinations, and health surveillance activities for employees are conducted regularly.

OHS teams carry out daily inspections in the field to identify hazardous situations, monitor actions related to non-conformities, and contribute to the widespread adoption of safe working practices.



In addition, findings obtained through incident investigations and root cause analyses are shared with the relevant departments and serve as input for improvement activities.

Through this organizational structure, the aim is to ensure the effective implementation of occupational health and safety practices in the field, support a preventive approach to risk reduction, and develop a common OHS understanding across the Group.

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OCCUPATIONAL HEALTH AND SAFETY TEAM

Resources Allocated to Occupational Health and Safety Activities

Various expenditures are made throughout the year to ensure the effective implementation of occupational health and safety practices. These expenditures include training activities, personal protective equipment, measurement and monitoring studies, and field improvements, as well as investment-type applications aimed at strengthening the occupational health and safety infrastructure.

These expenditures are planned and monitored in order to ensure the continuity of occupational health and safety processes and to respond promptly to field needs. Through this approach, it is aimed to support compliance with regulations and enhance the effectiveness of occupational health and safety practices.

Occupational Health and Safety Trainings

Occupational health and safety training is addressed not only as a legal requirement but also as a means of increasing employees' awareness of risks they may encounter in their daily work processes. Training programs are structured to promote the adoption of safe working methods, the dissemination of correct practices, and preparedness for potential emergencies.

The training activities carried out in this context aim to support employees in developing safe behaviors and to contribute to more effective risk management

In 2025, investments and expenditures amounting to 53.7 million TRY were made in the field of occupational health and safety.



in work processes. Training content is reviewed and implemented in line with field experience and current needs.

As the Batı Anadolu Group of Companies, we consider training aimed at strengthening the occupational health and safety culture to be a tool that goes beyond the workplace, supporting the development of long-term, healthy, and safe working habits.

“ In 2025, a total of 20,007 hours of occupational health and safety training were provided to our employees. In addition, orientation trainings are organized for all newly recruited employees, covering occupational health and safety, environmental issues, and emergency procedures. ”

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OCCUPATIONAL HEALTH AND SAFETY WITH OUR BUILDING CONTRACTOR/CONTRACTORS

Building Contractor/ Contractor Training

At the Batı Anadolu Group of Companies, the occupational health and safety approach is not limited to employees alone; it also covers cooperation processes carried out with permanent suppliers and contractors. In this context, cooperation and continuous improvement objectives are supported through OHS Committee meetings held monthly with the participation of permanent suppliers. These meetings provide a common framework aimed at improving the environmental, social and governance (ESG) performance of suppliers.

Within Batı Anadolu, a “**Contractor Induction Training**” is provided for all supplier and contractor employees who will enter the factory premises. Within the scope of this training, participants are informed about occupational health and safety, environmental issues, and emergency procedures. At the end of the training, an **Occupational Health and Safety Commitment Form** is recorded.

Contractor employees are required to document that they have completed the training mandated under the Regulation on the Procedures and Principles of Occupational Health and Safety Training for Employees. Contractors are not permitted to commence work unless these documents are provided.

Furthermore, within cooperation processes carried out with our suppliers, contractors are required to sign the Contractor Occupational Health, Safety and Environmental Specification, and documentation confirming that employees have received the required training is mandatory. In order to improve health and safety performance, weekly are conducted with the participation of all contractor representatives.

“ In 2025, comprehensive training programs were conducted for all subcontractor employees working at our cement plants in coordination with the Legal Directorate and the Occupational Health, Safety and Environment Directorate. Within the scope of these programs, 302 subcontractor employees received occupational health and safety training. ”

Building Contractor/ Contractor Document Platform

Across the Batı Anadolu Group of Companies, a **document management platform** has been established where contractors and suppliers can digitally upload the necessary occupational health and safety documents related to their employees and the equipment they use before commencing work. Through this platform, the aim is to increase transparency in supplier processes, standardize the record-approval-tracking stages, and manage processes more effectively. Thanks to the digital infrastructure, documents have become accessible within a centralized structure, process traceability has been strengthened, and operational efficiency has been supported. In 2025, within the scope of the Strategic Stakeholder Management Project, efforts were also focused on improving the management and monitoring systems of permanent subcontractor companies and their employees. Within this framework, all subcontractors were registered in the system and the infrastructure work has been completed. The processes are planned to be carried out through **a single integrated system starting from 2026.**

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OCCUPATIONAL HEALTH AND SAFETY WITH OUR BUILDING CONTRACTOR/CONTRACTORS

Building Contractor/Contractor Performance Assessment and Audits

Performance evaluation and audit practices have been implemented to monitor the occupational health and safety and environmental performance of contractors and suppliers. The audits carried out within this scope are structured to cover field practices, employee competencies, equipment suitability, documentation adequacy, and regulatory compliance.

The evaluation results were shared with the contractors, and improvement areas identified during the audits were communicated clearly together with the expectations for corrective actions. Through this process, it is aimed to implement preventive and improvement actions to enhance contractors' OHS and environmental performance.

All performance evaluation and audit processes are carried out in a digital environment, ensuring that audits are conducted regularly and remain comparable and traceable. Thanks to the digital infrastructure, audit findings are monitored centrally, recurring non-conformities are analyzed, and improvement areas are identified through a systematic approach.



“ In 2025, 100% of the permanent subcontractors operating at the Batıçım Bornova Plant and Batisöke were audited and their performance evaluation processes were successfully completed. ”

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ISO 45001 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

At the Batı Anadolu Group of Companies, occupational health and safety practices are addressed within the framework of the ISO 45001 Occupational Health and Safety Management System and are continuously improved in line with the targets set.

In order to enhance the effectiveness of the OHS management system, regular internal and external audits are conducted. Internal audits are carried out within a structured process aimed at evaluating OHS policies and practices, identifying areas for improvement, and planning the necessary actions. External audits are conducted by independent organizations, verifying the level of compliance with the ISO 45001 standard.



Safety Touch

All meetings are initiated by sharing recent incidents or field experiences related to occupational health and safety. This practice aims to increase awareness and identify areas requiring action.



Safety Talk

Safety talks are held weekly in all departments within the framework of determined focus topics. Within this scope, workplace accidents that have occurred and the preventive measures taken (learning from incidents), information on how to safely carry out risky activities during the relevant period, and general OHS practices are shared.



Hygiene Audits

Regular hygiene inspections are conducted in bathrooms, restrooms, changing rooms, and food preparation areas to protect employee health. Preventive and corrective measures are taken regarding any non-conformities identified.



Behavior-Based Safety Tours – Digital Platform

Weekly safety tour programs are planned through a digital platform, and findings from these tours are systematically recorded after completion. The timely completion of safety tours is monitored on an employee basis and reported as part of performance indicators. Field findings obtained through the digital platform are shared monthly with the factory management, and frequently encountered non-conformities and priority focus areas are identified.



Case Management Process

Following workplace accidents, details of the incidents are examined and root cause analyses are conducted. Based on the findings obtained, corrective actions are planned and shared with the relevant employees.



QR Code Application for Documents

Instructions containing safe working methods have been transferred to a digital platform through QR codes. Employees can quickly and easily access these documents in the field.



Field Safe Working Instructions

These documents contain all the information necessary for employees to carry out their work processes safely. The training related to these instructions is planned to be provided to all employees every year. The content of the training is continuously updated, and additions are made in line with emerging needs and new risks. In this way, it is aimed to ensure that employees remain continuously aware and prepared regarding field safety.

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OUR OCCUPATIONAL HEALTH AND SAFETY TRANSFORMATIONS

Orientation Practices

An orientation program covering occupational health and safety and environmental issues is implemented for all blue-collar and white-collar employees who are newly recruited or who experience a change in their position. Through this program, it is aimed to support employees' adaptation to the workplace, inform them about the working order, and increase their awareness of workplace rules and procedures.

Within the orientation process, employees are expected to recognize occupational health and safety risks and be able to apply safe working methods so that they can perform their duties safely. In this way, an initial process supporting motivation and productivity is established.

Within the scope of the orientation program, employees are informed about occupational health and safety practices, emergency organization structure and responsibilities, work permit system practices, safe working instructions, and the OHS and environmental performance evaluation system.

The orientation program applied to employees who are newly hired or whose workplace has changed is conducted over a two-month probation period. At the end of the program, written, verbal, and practical evaluations are carried out by the employee's immediate supervisor and the relevant manager. Evaluation results are assessed out of 100 points, and employees are expected to achieve at least 75 points in order to successfully complete the program.



Red Safety Helmet Practice

The red safety helmet practice is mandatory during the orientation period for employees who are newly hired, who have changed their position, or who have experienced a workplace accident. In addition, students working as interns or project students at the factory site, as well as visitors, are also included within the scope of this practice.

Through the red helmet practice, it is aimed to ensure that both the individuals concerned and other employees in the field can easily recognize that these individuals are not yet fully familiar with field risks and are present in the field temporarily or as visitors. This practice aims to increase risk awareness in the field, strengthen visibility, and support the development of safe behavior awareness among employees.

“How Could We Have Prevented These Accidents?” Workshops

Every month, workplace accidents occurring across all facilities and their root cause analyses are discussed in workshops attended by both blue-collar and white-collar employees. During these sessions, employees' opinions regarding the incidents examined are collected, field briefings are conducted, and areas requiring additional actions are identified.

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OUR OCCUPATIONAL HEALTH AND SAFETY TRANSFORMATIONS

Work Permit Processes

Within the Batı Anadolu Group of Companies, a structured **Work Permit Training Package** is implemented to enhance the occupational health and safety competencies of all employees who issue and receive work permits in the field. These trainings are conducted by occupational safety specialists and support employees in managing work permit processes effectively, safely, and in compliance with legislation and company procedures.

Within the scope of the training package, awareness is increased regarding the correct implementation of work permit procedures, systematic evaluation of field risks, implementation of necessary control measures, and prevention of potential workplace accidents. Through this training program applied across the Group, it is aimed to strengthen the occupational health and safety culture and increase the safety of work processes.

Training content is regularly updated in line with legislative changes and field feedback and is repeated at periodic intervals.



Area Responsibility Practice

In order to ensure the effective implementation of occupational health, safety, and environmental management in the field, the Area Responsibility Practice is implemented across the Batı Anadolu Group of Companies. Through this practice, area-based responsibilities have been defined to cover all production, maintenance, auxiliary facilities, and support functions, and authorities and responsibilities have been clarified.

Area supervisors assigned for each operational area are responsible for monitoring the compliance of activities carried out in their respective areas with occupational health, safety, and environmental legislation and company procedures, contributing to the identification of risks, and coordinating the implementation of necessary preventive and improvement actions. Through daily field observations, periodic inspections, and feedback mechanisms, area supervisors support the early detection of potential hazards.

Within the scope of the practice, area supervisors actively participate in risk assessment studies, follow up on the elimination of non-conformities, and oversee the correct implementation of work permit processes and safe working practices in the field. In addition, by maintaining continuous communication with employees and supplier companies, they contribute to increasing OHS and environmental awareness.

Through the Area Responsibility Practice, a proactive approach is adopted in managing field risks, accountability is strengthened through the clear assignment of responsibilities to individuals and areas, and the sustainable improvement of OHS-Environment performance is targeted.

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OUR OCCUPATIONAL HEALTH AND SAFETY TRANSFORMATIONS

Employee Occupational Health and Safety Scorecard Practice

The Bati Anadolu Group of Companies aims to strengthen employees' occupational health and safety awareness and ensure that this approach becomes a natural part of daily work practices. In this context, the OHS Scorecard Practice has been implemented to enable employees to monitor their individual Occupational Health and Safety (OHS) performance and track their development areas.

Within the scope of this practice, each employee's OHS performance is systematically monitored and evaluated under the following headings on the side:

“ The OHS Scorecard Practice is not only a performance monitoring tool but also an important management instrument that strengthens the safe working culture of the Bati Anadolu Group of Companies and encourages continuous improvement. ”

OHS Scorecard Practice



Individual Monitoring and Development

The OHS Scorecard records employees' participation in occupational health and safety practices and makes their individual performance visible. The scorecards include levels of compliance with OHS rules, trainings received, feedback from the field, hazard notifications, and improvement suggestions. In this way, employees are supported in monitoring their own OHS performance and tracking their development.



Training and Competency Management

The data contained in the scorecards are used to identify employees' training needs and improve their competencies in the field of OHS. Accordingly, areas open to improvement are identified, targeted training programs are planned, and employees' OHS competencies are strengthened.



Risk Reduction and Prevention of Workplace Accidents

The OHS Scorecard practice contributes to the early identification of potential risks and hazards. Employees' hazard notifications and suggestions related to the field can be monitored through the system, and preventive and corrective actions are developed based on these inputs. In this way, a proactive approach to preventing workplace accidents is supported.



Performance-Based Feedback and Continuous Improvement

Employees' individual OHS performance is evaluated monthly by their unit supervisors and submitted to the OHS Unit. Unit-based scorecards are consolidated by OHS Specialists, and results are shared at least once a month. During this process, outstanding positive practices and development areas are identified, and action plans are prepared for employees requiring improvement, while implementation is regularly monitored.

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OUR OCCUPATIONAL HEALTH AND SAFETY TRANSFORMATIONS

Competency Matrix and Training Planning

Within the Batı Anadolu Group of Companies, a **Competency Matrix** covering Occupational Health and Safety (OHS) and environmental issues has been developed for white-collar employees. This matrix defines the core OHS and environmental competencies expected from employee groups with different roles and responsibilities, and identifies areas requiring development.

Based on the competency matrix, medium- and long-term training plans have been prepared, and the necessary training content for each competency area has been structured. The training planning process is documented based on regular monitoring and updates and is continuously improved in line with employees' needs. This approach aims not only to increase knowledge levels but also to support safe, healthy, and environmentally responsible working habits.

Training content has been designed to enhance employees' awareness and competencies in areas such as occupational health and safety legislation, risk assessment processes, emergency management, proper use of personal protective equipment, environmentally friendly practices, and similar topics. In line with the training plans prepared under the competency matrix, training sessions have been conducted on topics such as **Area Responsibility, Safety Tours, Work Permit System, Emergency Management, OHS Risk Assessment Processes, Root Cause Analysis, LOTO**

(Lockout-Tagout) practices, **Safe Working Instructions**, and **Continuous Emission Monitoring Systems**.

Through the competency matrix and training planning, it is aimed to improve employees' OHS awareness and practical implementation skills, reduce the risk of workplace accidents, and promote environmentally responsible work practices. By regularly monitoring and updating training programs, it is intended to strengthen a sustainable occupational health and safety culture across the Group.

Emergency Preparedness

Within the Batı Anadolu Group of Companies, regular training programs are conducted for emergency response teams as part of emergency preparedness efforts. These trainings are planned to cover critical scenarios such as **fires, chemical spills, natural disasters, evacuation procedures, and initial response processes**, aiming to ensure that teams are prepared for various risk situations.

Within the scope of emergency preparedness, training sessions and drills conducted **in cooperation with AFAD** have strengthened the emergency response competencies of both employees and **permanent contractor personnel**. These activities are carried out



using realistic scenarios adapted to field conditions, contributing to the development of coordination and response capabilities.

In addition, periodic inspections are conducted for all emergency equipment, particularly fire extinguishers, first aid equipment, evacuation systems, and personal protective equipment, to ensure that they remain ready for continuous use. Through both **planned and unannounced drills**, it is aimed to improve employees' ability to act quickly, correctly, and safely during emergencies.

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OUR OCCUPATIONAL HEALTH AND SAFETY TRANSFORMATIONS

Participatory Digital Reporting Mechanism

Within the Batı Anadolu Group of Companies, a digital **Reporting Process** has been established through the **SoftExpert Document Management System** to ensure the continuous improvement of occupational health and safety processes. Through this system, employees can easily record **hazards identified in the field, near-miss incidents, non-conformities (DIF), and improvement suggestions**. The **Reporting Portal** within SoftExpert provides an important feedback mechanism that supports employees' active and transparent participation in the process.

Added Value Provided by the System

- **Digital Access and Transparency:** All employees can easily participate in the process, and reports and actions can be transparently monitored through the system.
- **Continuous Improvement:** Collected data contributes to the analysis of recurring risks and non-conformities and supports the development of preventive approaches.
- **Data Security and Traceability:** All records are stored securely and enable retrospective analyses.

Strengthening the Reporting Process Through a Mobile Application

In order to make occupational health and safety reporting processes more accessible, **mobile application development efforts** have been completed. Through this application, employees can quickly submit reports and receive feedback even while in the field or outside the office.

Stages of the Reporting Process



“

As a result of these digitalization initiatives, significant increases in reporting numbers were recorded **in 2025. An increase of 19% across Batı Anadolu (consolidated) and 63% specifically at Batisöke** was achieved, indicating the growing participation of employees in OHS processes.

”

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OUR OCCUPATIONAL HEALTH AND SAFETY TRANSFORMATIONS

Achievements in Occupational Health and Safety

Within the scope of the **4th Blue Helmet Occupational Safety Competition** organized by the Turkish Ready Mixed Concrete Association (THBB) in order to promote occupational health and safety practices across the sector and encourage best practices, our **Batibeton Kemalpaşa Facility was awarded third place.**

This evaluation, carried out by THBB — the national umbrella organization of the ready-mixed concrete sector — serves as an important reference in terms of assessing occupational health and safety practices in the field through a systematic approach and objective criteria.

The fact that our work approach, which places occupational health and safety at its core, has been evaluated and recognized by sector stakeholders is significant in demonstrating the tangible impact of these practices in the field. We consider this achievement as the result of the collective effort devoted to occupational health and safety.

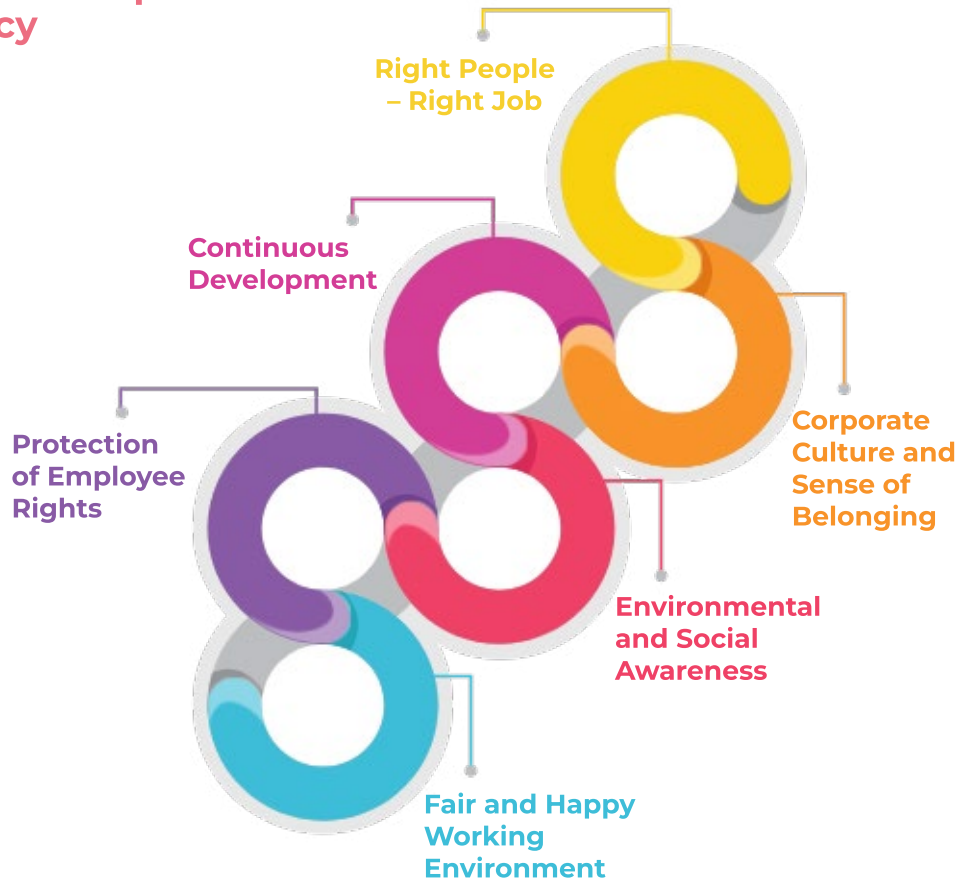


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HUMAN RESOURCES STRATEGIC APPROACH

Our Human Resources strategies are continuously improved and implemented with the aim of supporting the sustainable growth of the Batı Anadolu Group of Companies and creating a safe, inclusive, and value-generating work environment for employees.

Core Principles of Our Policy



Human Resources Policy

The Human Resources Policy of the Batı Anadolu Group of Companies is shaped by a **people-oriented, fair, inclusive, and sustainable** management approach in line with the Group's strategic objectives. Our policy is based on a human resources approach that prioritizes employee rights in all our activities and aims to create long-term value.

Within this framework, placing the **right person in the right job** without discrimination based on religion, language, race, or gender and ensuring the continuity of a competent and productive workforce are among our main priorities. Creating a fair, safe, and happy working environment for our employees and supporting their personal and professional development while offering career planning based on equal opportunity constitute the core pillars of our Human Resources policy.

In line with our corporate culture and values, we aim to develop an employee profile that is hardworking, honest, possesses a strong sense of belonging, and demonstrates high commitment to the organization. Developments and innovative practices in the field of Human Resources at both national and international levels are closely monitored in alignment with the Group's objectives and policies.

Across all our Human Resources processes, the principles of **fairness, transparency, objectivity, and accountability** are adopted. All practices are carried out with an approach that is sensitive to the environment and society. In this context, our Human Resources policy is continuously developed within a structure that contributes to sustainable development goals.

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HUMAN RESOURCES POLICY

Performance Management and Competency Development

Holistic Approach

When the We are One (Bir'iz) and 360° Competency Assessment practices are considered together, performance, competency, and development processes within the Batı Anadolu Group of Companies are managed under a single integrated structure. Through this approach, a strong connection is established between individual goals and corporate strategy, supporting employee development, sustainable success, and long-term growth.

We are One Platform

The Batı Anadolu Group of Companies addresses the development of its human capital — and accordingly, performance management and competency development processes — through a holistic approach. Our performance evaluation system aims not only to measure results but also to develop employees' competencies, reveal their potential, and strengthen alignment with organizational goals.

Through a competency-based performance management approach, individual performance is systematically measured, enabling the identification of employees' development areas and guiding their career planning. While this approach supports the transformation of individual contributions into organizational success, it also strengthens a shared sense of common goals across the organization.



Within this framework, **the next-generation development platform “We are One”**, where both goals and competencies are evaluated together, provides a performance management infrastructure that is transparent, feedback-driven, and supportive of continuous development through a goal- and development-oriented **OKR (Objectives and Key Results)** structure. Through the system, employees can: track their goals, monitor their progress, revise their goals when necessary, and strengthen organizational alignment through inter-team goal visibility. Performance results related to these objectives are integrated into the variable compensation structure and supported through incentive mechanisms.

In 2025, **the We are One application was further strengthened**, and performance management processes were more strongly aligned with corporate strategy. Within this scope, during the **2025 OKR Day (Performance Day)** event, with the participation of Executive and Department Managers, departmental targets and shared corporate

“ Within the 2025 Corporate Performance Management System, the weight of sustainability targets is 26%. ”

2023 Target

50%

2025 Target

70%

In this way, ownership of goals was reinforced and common organizational priorities were clarified across the organization

With the structure supported by the We are One platform, the Batı Anadolu Group of Companies aims to maintain a management approach that systematically monitors employee development, encourages a transparent feedback culture, and integrates sustainable growth into performance management processes.

Through this approach, it is aimed to make environmental, social, and governance (ESG) targets an integral part of performance management and to position sustainability as a measurable management priority.

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HUMAN RESOURCES POLICY

360° Competency Assessment Process

A 360-degree competency assessment is a feedback method in which an employee's workplace behaviors and competencies are evaluated not only by their manager but also by themselves, their subordinates, their superiors, and their peers. In this way, performance and competency management are aimed to be structured in a more holistic, transparent, and development-oriented manner.

The main objectives of this process are:

- To reveal employees' strengths and development areas through objective data,
- To ensure a comprehensive evaluation through multi-stakeholder feedback,
- To create individual development plans in a healthier and more data-driven manner,
- To strengthen the culture of transparency, trust, and continuous development within the organization,
- To improve the alignment between corporate objectives and employee competencies,
- To support employee engagement, performance, and leadership development in the long term.

Specifically for this assessment process, competency sets were reviewed and updated in line with the company's goals, values, priorities, and the current dynamics of the business world.

“ In order to support the development of our employees and increase objectivity in performance management, **the 360-Degree Competency Assessment Process was implemented in 2025.** ”

Talent Acquisition, Retention and Compensation Approach

As the Batı Anadolu Group of Companies, within the scope of our talent management approach, we consider retaining our employees and attracting new talents to our organization as a priority. In this context, we provide solutions aimed at improving the functional and behavioral knowledge and skills of our employees and prepare them for the positions of tomorrow by equipping them with both the competencies of today and the future. Development activities are diversified through **learning-, interaction-, and experience-**based methods and are supported in a holistic manner. By supporting our employees with the right development tools at the right time, the effectiveness of development investments is enhanced.

Career and talent management is implemented to identify high-potential employees within the organization, prepare succession plans for critical positions, and support the long-term development of employees. A talent pool

is created through performance results and competency analyses. Employees' career paths are planned, and their development is supported through rotation, promotion, and project-based assignments. Candidates for critical roles are prepared through leadership programs. The aim is to ensure sustainability in organizational positions and secure long-term organizational success. With these practices, the aim is to increase employee motivation and achieve high performance.

In terms of **talent acquisition**, the objective is to bring the right human resources into the organization that will enable the company to achieve its strategic goals, establish connections with young talents, and strengthen the future workforce pool. Human Resources determines the required positions in coordination with department managers and senior management, evaluates requests received through the digital system, and publishes job postings for approved positions. Candidates are evaluated in terms of technical qualifications, behavioral competencies, and alignment with corporate values. Measurement and evaluation methods such as interviews, tests, and reference checks are applied. The objective is not only to fill an open position but also to acquire talents who will add long-term value to the organization. In order to support the recruitment process and attract young talents to the company, collaboration with universities, internship programs, Vocational Training Center (MESEM) training programs, and similar initiatives are carried out.

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HUMAN RESOURCES POLICY

Talent Acquisition, Retention and Compensation Approach

Complementing this approach, a **fair, transparent, and performance-based compensation** policy is implemented within the Batı Anadolu Group of Companies. Employee salaries are determined by considering job and grade structures, market salary medians, and the results of the performance management system. A competitive compensation structure has been established in order to attract and retain employees and managers with competencies that will support the sustainable growth of our company. The same approach also applies to management positions.

In the remuneration of senior executives, sector salary surveys conducted by international consultancy firms are taken as a basis. Compensation packages are supported by fringe benefits such as company vehicles, GSM devices, GSM lines, and private health insurance. The Board of Directors continues its commitment to the principles of transparency and accountability by submitting the remuneration policies of senior executives for shareholder approval.

Within the scope of our performance-oriented compensation approach, all employees are granted a seniority incentive bonus every five years depending on their length of service. In addition, bonus practices based on individual and corporate performance results are implemented. Through these practices, it is aimed to increase employee motivation and support a high-performance culture.



The Batı Anadolu Group of Companies reserves the right to benefit from independent consultancy services through the Board of Directors and the Remuneration Committee in order to ensure that compensation and fringe benefit policies are aligned with sector standards. In line with reports, surveys, and

statistical studies prepared within this scope, policies and practices are regularly reviewed.

Through this structure, it is aimed to achieve our strategic objectives, attract highly qualified leaders to our organization, and retain our existing leaders.

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HUMAN RIGHTS AND FAIR WORKING CONDITIONS

The Batı Anadolu Group of Companies adopts respect for human rights as a fundamental principle in all areas of its operations. Within this framework, the Group acts in line with the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work and respects the human rights of all stakeholders who are directly or indirectly affected by its activities, including employees, shareholders, suppliers, subcontractors, business and solution partners, and customers.

Through our Human Rights Policy, which has been approved and put into effect by the Executive Committee, a zero-tolerance approach toward all forms of discrimination is adopted, and this commitment is transparently shared with all our stakeholders.

Our Human Rights Policy adopts as a fundamental principle the provision of a peaceful, safe, transparent, equitable, honest, and fair working environment consistent with human dignity for employees. All human resources practices — including recruitment, remuneration, fringe benefits, performance evaluation, promotion, and development processes — are carried out in accordance with ethical principles and respect for human rights.

The Batı Anadolu Group of Companies implements a zero-tolerance policy toward human rights violations. Discrimination on the basis of race, nationality, color, religion, language, age, sect, marital status, sexual orientation, gender identity, philosophical or political views, ethnic origin, health status, family responsibilities, economic status, trade union activities or membership, or physical disability, whether visible or invisible, is not accepted under any circumstances.

“ The Human Rights Policy implemented within the companies of the Batı Anadolu Group of Companies can be accessed via the following link. ”



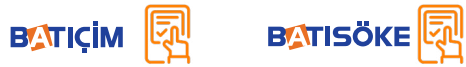
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HUMAN RIGHTS AND FAIR WORKING CONDITIONS

Right to Unionization and Freedom of Association

The Batı Anadolu Group of Companies respects the freedom of unionization and association of its employees and ensures that these rights can be exercised through free will. Membership in trade unions established in accordance with legal regulations and employees' right to organize are supported. Employees may become members of trade unions and take part in union administrations without any pressure, discrimination, or intimidation.

The Freedom of Association Policy of the Batı Anadolu Group of Companies can be accessed via the following link.



As of 2025:

62% of employees at Batiçim Batı Anadolu (consolidated),

73% of employees at Batisöke

are represented by independent trade union organizations or are covered by collective bargaining agreements. Blue-collar employees within Batiçim and Batisöke are members of the **Turkish Cement, Ceramic, Soil and Glass Industry Workers' Union**, while the employer side is a member of **ÇEİS**.

Human Rights in the Value Chain

The Batı Anadolu Group of Companies considers respect for human rights throughout its value chain as a fundamental responsibility. Human rights criteria are included among the evaluation factors in supplier selection and monitoring processes. Suppliers are expected to respect freedom of association, prevent child labor, and avoid forced labor practices.

Suppliers' compliance with human rights is regularly monitored through performance evaluations and audits. The Batı Anadolu Group of Companies may request the removal of any employee of a supplier who acts contrary to applicable legislation or in conflict with these principles, or may terminate its contract with the relevant supplier.

The Sustainable Procurement and Responsible Purchasing Policy implemented within the companies of the Batı Anadolu Group of Companies can be accessed via the following link.



Thanks to the fact that female employment and the proportion of female managers are above sector averages, the Batı Anadolu Group of Companies has been able to benefit from sustainability-themed and low-interest foreign funds provided by Türk Eximbank. In 2024 and 2025, the Group benefited from the MIGA-guaranteed green loan program offered by Eximbank to companies supporting women's participation in economic life. This financing has contributed to strengthening the inclusive growth approach and supporting equality-focused practices through sustainable financing instruments.

Human Rights Awareness and Training Practices

Within the Batı Anadolu Group of Companies, Human Rights trainings are conducted regularly every year for all employees in order to establish a corporate culture of respect for human rights. These trainings cover fundamental human rights topics such as the prevention of discrimination, freedom of association, and the fight against forced labor and child labor.

Through this practice, it is aimed to increase employees' awareness of human rights and strengthen a shared human rights approach across the company.

“ As of 2025, the employee participation rate in Human Rights training programs reached 100% ”

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DIVERSITY, EQUALITY, INCLUSION

The Batı Anadolu Group of Companies adopts as a corporate principle the provision of a fair, safe, and inclusive working environment where the human rights of all employees are respected. In line with this approach, in addition to national legislation, international norms and standards such as the conventions of the International Labour Organization (ILO), the Universal Declaration of Human Rights of the United Nations, and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) are closely monitored, and the principles of human rights and equality are addressed as part of the corporate governance approach.

The Diversity, Equity, and Inclusion Policy implemented within the Batı Anadolu Group of Companies forms the framework for practices in this area and is applied across all human resources processes, including recruitment, career development, performance management, training, remuneration, and working conditions.

The Diversity, Equity, and Inclusion Policy implemented within the Batı Anadolu Group of Companies can be accessed here.



Approach to Preventing Discrimination

The Human Resources department of the Batı Anadolu Group of Companies commits to zero tolerance for discrimination in all business processes and professional relationships on the basis of any visible or invisible factor, including race, nationality, color, religion, language, age, sect, marital status, sexual orientation, gender identity,

philosophical views, political views or affiliation, ethnic origin, health status, family responsibilities, economic status, trade union activity or membership, and physical disability.

In this context, the aim is to sustain a working environment based on mutual respect and trust that supports employees' equal access to opportunities.

Equal Opportunity and Women's Employment

The Batı Anadolu Group of Companies recognizes equal opportunity as one of the core principles of its employment processes, aiming to provide all employees with a fair and equal approach regardless of gender, age, or other individual differences. The principle included in the Integrated Management Systems Policy — “to develop an effective human resource through egalitarian, innovative, and creative approaches and to prioritize opportunities for women and individuals with special needs” — reflects this approach.

The Integrated Management Systems Policy of the Batı Anadolu Group of Companies can be accessed via the following link.



Thanks to the fact that female employment and the proportion of female managers are above sector averages, the Batı Anadolu Group of Companies has been able to benefit from sustainability-themed and low-interest foreign funds provided by Türk Eximbank. In 2024 and 2025, the Group benefited from the MIGA-guaranteed green loan program offered by Eximbank to companies supporting women's participation in economic life. This financing has contributed to strengthening the inclusive growth approach and supporting equality-focused practices through sustainable financing instruments.

“ When compared with sectoral data, while the female employment rate in employer companies that are members of Cement Industry Employers' Association (ÇEİS) is 6.2%, this rate **reached 10.4% at the Batiçim Bornova Plant.** ”

As of 2025, the proportion of female white-collar employees **reached 20%.**

“ Although the sectors in which the Group operates result in a higher proportion of male employees, increasing women's employment is considered one of the Group's priorities. **Within this scope, the number of female employees increased from 47 in 2024 to 54 in 2025, representing a 15% increase in the number of female employees.** It is targeted to steadily increase the number of female employees each year. ”

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DIVERSITY, EQUALITY, INCLUSION

Inclusion

The Batı Anadolu Group of Companies supports the equal and fair participation of individuals with disabilities in working life. In this regard, the Group aims to employ individuals with disabilities, support them in the workplace, and improve working conditions in line with accessibility principles.

No discriminatory practices toward employees with disabilities are permitted in any processes related to recruitment, placement, career development, and working conditions. Instead, individuals' competencies, experience, and job requirements are taken as the basis. In order to support the effective participation of employees with disabilities in business processes, task adjustments and working arrangements are implemented where necessary.

As of 2025, a total of 28 employees with disabilities are employed within the Batı Anadolu Group of Companies.

The Batı Anadolu Group of Companies aims to develop practices that ensure employees with disabilities feel safe, valued, and supported in the workplace, while continuously improving accessibility, equal opportunity, and inclusiveness.

“ As of 2025, the employee participation rate in training and information activities conducted within the scope of Diversity, Equity, and Inclusion (DEI) reached 100%. ”



Within the Batı Anadolu Group of Companies, employees' legal rights and work-life balance are respected. In previous periods, 100% of employees who took maternity leave returned to work, and when necessary they were supported through flexible and remote working arrangements. Flexible working, job sharing, and various working arrangements are

offered to help employees adapt to different life circumstances.

In order to strengthen the culture of diversity, equity, and inclusion at the corporate level, awareness and policy information activities covering all employees are carried out.

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EMPLOYEE TECHNICAL / PROFESSIONAL COMPETENCE

Continuous Development Through Training

As the Batı Anadolu Group of Companies, we aim to prepare our employees for the future by continuously expanding training and development opportunities, supporting them throughout their career journeys, and strengthening our sustainable growth strategy through human capital. This approach constitutes one of the fundamental elements of our company's long-term value creation vision.

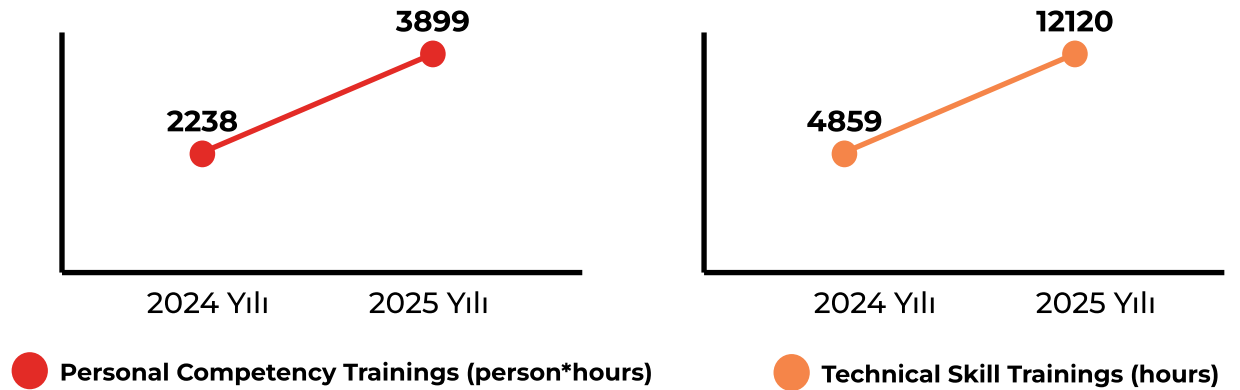
At the Batı Anadolu Group of Companies, supporting the **technical, professional, and personal development** of our employees is considered one of the priorities of our human resources management. Recognizing that investments in human capital are among the most important elements of our company's long-term and sustainable success, we offer our employees various training and development opportunities throughout the year.

In this context, we regularly plan and implement training activities to support the continuous development of our employees, prepare them for the future world of work, and equip them with up-to-date knowledge and skills.

In addition to technical training, we also attach importance to **personal development training that supports our employees' work-life balance**. These trainings not only help employees become more productive in their professional lives but also support them in achieving their personal goals and developing their individual potential.

Our training approach is not limited to developing professional skills; it also includes strengthening corporate competencies such as leadership, communication, teamwork, problem-solving, and decision-making.

“ In 2025, technical skill training hours increased by **149% compared** with the previous year, rising from 4,859 hours to 12,120 hours; while personal competency trainings increased by **74%**, reaching 3,899 person*hours from 2,238 person*hours. ”



These trainings enable our employees to manage their current business processes more effectively, while also contributing to the acquisition of knowledge and competencies that will increase organizational efficiency.

“ As of 2025, the average training duration per employee was 43.5 hours. ”

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EMPLOYEE TECHNICAL / PROFESSIONAL COMPETENCE

Project Management Training

In 2025, a 35-hour training program was launched to enhance employees' project management competencies. The training program was designed based on the methodology of the **Project Management Institute (PMI)**, which is widely recognized globally in the field of project management.

Within the scope of the program, participants are provided with the fundamental project management approaches and competencies required for the effective and successful management of projects. In addition, the program supports preparation for the Project Management Professional (PMP) certification exam organized by PMI.

The training content has been structured for employees who currently manage projects, actively contribute to projects, or aim to develop their careers in project management.



Artificial Intelligence Literacy and Workshop

Training and hands-on workshop activities were conducted with our colleagues on Artificial Intelligence literacy, enabling participants to experience different AI applications and develop a shared language around artificial intelligence through **Prompt Engineering** practices. Through these activities, the aim was to **strengthen the digital competencies** of our employees.

During the workshop conducted with the **participation of our managers**, the integration of artificial intelligence applications into business processes was discussed. Additionally, potential areas for utilizing AI in managerial decision-making processes and operational efficiency were evaluated.

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EMPLOYEE TECHNICAL / PROFESSIONAL COMPETENCE

Field Development Program

In order to support the development of our employees and strengthen operational excellence in the field, the **“We Are One in the Field – Field Development Program”** has been launched. The program began at the Batıçim and Batisöke locations and will continue for **11 months**.



The program has been designed for supervisors and engineers working in the field and consists of three main modules:

- People First** – Occupational Health, Safety, and Environment
- Manage the Operation** – Professional Training
- Behavioral Training** – Leadership and personal development-focused content



Program Structure

Training Scope



1. Enriched content covering **29 topics**
2. Training programs specifically planned for **24 participants**
3. **A multidimensional learning experience** supported by both internal and external trainers

- Reinforcing the safety culture in the field
- Increasing operational efficiency
- Developing leadership and behavioral competencies



Objectives

The program launch was held at the İzQ Entrepreneurship Center, featuring the participation of chiefs and engineers from our Batıçim and Batisöke plants. The event highlighted the program's scope, modular structure, and key objectives, fostering a high level of awareness among our technical leadership.

Spanning 11 months, this initiative adopts an integrated approach to enhance the technical, operational, and behavioral competencies of our field teams. By investing in our workforce, we aim to strengthen our qualified human capital in full alignment with our strategic corporate goals and long-term sustainability vision.

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EMPLOYEE TECHNICAL / PROFESSIONAL COMPETENCE

Sectoral Collaborations Training

Employees of the Batı Anadolu Group of Companies are encouraged to participate in the training and development programs offered by **ÇEİS Academy**, established by the **Cement Industry Employers' Association (ÇEİS)** to support competency development across the sector. ÇEİS Academy provides a comprehensive training platform aimed at improving both the **professional expertise** and **personal competencies** of employees. Within this scope, participation was provided in trainings and webinars organized by **ÇEİS** and **ÇİSİEM** across **11 different categories, covering a total of 70 topics**, including Family, Diversity and Inclusion; Economy and Finance; Law; Young Professionals; Human Resources; Personal and Professional Development; Leadership and Management; Operational Development; Field Development; Sales and Marketing; and Occupational Health and Safety.

In 2025, 118 employees received a total of 630.5 hours of training through ÇEİS Academy.

In addition, employees participated in professional training programs, seminars, and meetings organized by Türkçimento. **Under 24 different topics, 86 employees received a total of 1,452 hours of training.** Participation in these events provides an important opportunity to closely follow current developments in the sector, learn best practices, and strengthen employees' professional competencies. Through these programs, employees gain insight into sectoral innovations and regulations while supporting their professional development.



Career

The Batı Anadolu Group of Companies supports sectoral collaborations aimed at developing a qualified workforce and attracting young talents to the industry. Within this scope, in cooperation with **İŞKUR (Turkish Employment Agency)** and the **Cement Industry Employers' Association (ÇEİS)**, the **"Cement Industry Virtual Career Fair 2025"** was organized to introduce career opportunities in the cement sector to university students and recent graduates. A total of **205 university students and recent graduates** participated in the one-day online event, which has become a traditional initiative in the sector. Participants had

the opportunity to conduct one-on-one online meetings with human resources professionals from participating companies. The event attracted significant interest particularly from students and graduates studying **chemical, industrial, mechanical, civil, environmental, and electrical-electronics engineering.** Throughout the fair, the event contributed to increasing the visibility of sectoral employment opportunities and bringing young talents together with the industry.

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DEVELOPMENT OF A CULTURE OF ENGAGEMENT

As the Batı Anadolu Group of Companies, the **beWell Project** was launched in 2024, under the leadership of the Human Resources Manager, a member of the Sustainability Subcommittee, with the aim of measuring employee engagement and motivation levels, systematically identifying development areas, and improving corporate efficiency through these enhancements.

The beWell Project, which continued in 2025, was expanded to cover all employees and their families within the Batı Anadolu Group, forming the main framework for initiatives aimed at strengthening employee engagement and sense of belonging. Accordingly, comprehensive and structured initiatives were carried out in 2025 to reinforce employee engagement and organizational belonging.

Projects were implemented through development teams established according to focus areas, and a system was established to conduct **twice a year pulse surveys** in order to regularly monitor employee feedback. In addition, development teams were required to submit progress reports to senior management every two months and complete approval processes, thereby strengthening employee participation and transparency.



“ In 2025, the employee engagement rate increased by **2.6 points**, rising from **57.5% to 60.1%** compared to the previous year. The employee motivation rate increased from **69.6% to 74%**, while employee satisfaction increased from **58.8% to 61%**. ”

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DEVELOPMENT OF A CULTURE OF ENGAGEMENT

Orientation and Guidance Program

Within the Batı Anadolu Group of Companies, an **Orientation and Guidance Program** is implemented to support the rapid, healthy, and sustainable adaptation of newly hired employees to the organization. The program begins with the acceptance of the offer letter during the recruitment process and continues through a holistic structure that supports the employee's adaptation to the company culture and development of a sense of organizational belonging.

As part of the onboarding process, the roles and responsibilities of key stakeholders are defined through the **Orientation Guide** to support the satisfaction and adaptation of newly hired employees. During the orientation program organized within the first week of employment, the organizational structure is introduced, occupational health and safety training is completed, and all equipment and tools required for the employee to perform their duties effectively are provided. In addition, a **welcome package** is presented to support employee motivation.

To support the employee during the first three-month adaptation period, **a mentor employee with at least two years of experience** within the same department is assigned. The mentor serves as an independent communication point separate from the manager. The mentor shares information on ongoing projects, workshops, and work processes, thereby supporting the new employee's rapid adaptation to both their responsibilities and the corporate culture.

The Mentorship Program is implemented with the following primary objectives:

- Accelerating the integration of the new team member into the team and strengthening their sense of belonging
- Supporting rapid adaptation to the company

and corporate culture through an independent communication channel separate from the manager

- Identifying potential issues at an early stage and producing timely solutions
- Supporting new employees in defining their professional and personal goals when needed

Cement-Concrete Experience Workshop

Employees who complete their three-month adaptation period participate in the **Cement-Concrete Experience Workshop**. Within the scope of this program conducted by the Quality Management Directorate, employees are provided with basic information about cement and concrete production processes. Participants also engage in hands-on activities, pouring mortar they prepare into molds and experiencing practical applications. The products created during the workshop are presented to participants as a commemorative keepsake.

Applications such as the Orientation and Mentorship Program and the Experience Workshop are implemented as important human resources practices aimed not only at supporting the adaptation of new employees, but also at **strengthening their organizational commitment, increasing motivation, and supporting long-term employee experience.**



PEOPLE FIRST - WE ARE ONE, SHAPING THE FUTURE TOGETHER!

DEVELOPMENT OF A CULTURE OF ENGAGEMENT

Journey in the Learning Organization

As the Batı Anadolu Group of Companies, we embrace the **Learning Organization** philosophy in order to establish organizational development as a continuous structure, encourage knowledge sharing, and make learning an integral part of our corporate culture. This approach, developed at the Massachusetts Institute of Technology (MIT) by Peter Senge and his colleagues and now widely studied academically in many universities, is based not only on the transfer of knowledge but also on interactive learning among employees within real working environments.

Since 2023, the Learning Organization approach implemented at Batı Anadolu has aimed to enable employees to learn through real business problems, share experiences, and effectively utilize collective intelligence.

“Through the Learning Organization approach, the Batı Anadolu Group of Companies aims to build a corporate culture that not only improves business processes but also cultivates future leaders, learns continuously, and evolves over time.”

“As of 2025, four projects have been completed within this journey and three new projects have been initiated.”



2025 Implementations and Achievements

In 2025, our Learning Organization journey continued with **three implementation teams**. Each team consisted of nine members, and **active participation of blue-collar employees was ensured**, supporting the dissemination of learning across all levels of the organization. The identified project themes focused on the following areas:

- **Digital Transformation:** Increasing efficiency by reducing period closing and reporting times and digitalizing business processes.
- **Safe Work:** Reducing occupational accidents, strengthening safe working conditions, and minimizing risks.
- **Smart Maintenance:** Reducing production losses due to breakdowns, optimizing maintenance processes, and enhancing production efficiency.



The themes of new projects that will continue in 2026 are as follows:

- **Digitalization and Process Automation:** Increasing data processing speed by expanding business processes integrated with robotic process automation, directing employee potential toward higher value-added areas, and establishing a data-driven and human-centered sustainable digital work ecosystem.
- **Energy Efficiency:** Improving operational efficiency and energy performance through initiatives aimed at reducing the dressed energy consumption per ton in cement grinding processes.
- **Environmental Performance and Dust Management:** Monitoring dust emission sources through numerical data, identifying improvement areas, and establishing an environmentally conscious production environment that continuously learns and develops.

Members of last year's teams have assumed **coaching and mentoring** roles for this year's teams. Through this structure, the internal learning cycle within the organization has been strengthened. This journey, which began in 2023, continues with **a total of seven** projects.

Projects are built upon core concepts such as effective communication, teamwork, mental models, systems thinking, and problem-solving, aiming to achieve **concrete and measurable outcomes through an application-oriented learning approach**.

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DEVELOPMENT OF A CULTURE OF ENGAGEMENT

Journey in the Learning Organization

Corporate Outcomes

At the end of the 6–7 month implementation processes, the aim is to spread learning throughout all levels of the organization. Employees not only increase their knowledge levels but also gain practical skills and develop managerial competencies. At the same time, **Learning Organization Implementation Team Coaches** are trained, reducing dependence on external resources and strengthening internal institutional capacity.

Through these initiatives, the Batı Anadolu Group of Companies aims to achieve the following corporate objectives:

- Strengthening awareness of teamwork
- Developing social relationship networks
- Increasing interdepartmental dialogue and collaboration
- Enabling the effective use of collective intelligence
- Strengthening the sense of belonging
- Embedding a culture of continuous learning
Developing a results- and data-oriented working mindset
- Strengthening the coaching skills of managers
- Supporting individual development



As a result of these initiatives:

- The **2025 “Stars of Development Grand Award”** organized by ÇEİS was won.
- First place was achieved in the **Learning and Development Program Category**.
- Additionally, the Batı Anadolu Group of Companies reached the final in the **“Organizational Culture”** category in the international awards program organized by Engage Business Media, headquartered in London, which covers 30 different categories. The Group took part in the **final ceremony held in London**.

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DEVELOPMENT OF A CULTURE OF ENGAGEMENT

Employee Well-being Nutrition Support Program

As the Batı Anadolu Group of Companies, we consider supporting the physical, mental, and social well-being of our employees among our corporate priorities and aim to implement practices across all our companies that place employee well-being at the center.

Within this scope, a **healthy living and nutrition consultancy** program is implemented, from which employees at all levels can benefit. Our employees can receive individual counseling **twice a week under the guidance of a professional dietitian**, aiming to support the development of healthy lifestyle habits.

Individual and Health Impacts

- Development of regular and balanced nutrition habits
- Participant feedback reporting weight loss and improvements in blood values
- Positive improvements in quality of life and psychological motivation

Behavioral Outcomes

- Reduction in unnecessary eating behaviors
- Establishment of meal and calorie balance
- Gradual dissemination of a healthy nutrition culture

“ In 2025, a total of 41 employees benefited from this program, and evaluations indicated an 88% satisfaction rate. ”

Social Support Program

The “Batı Anadolu With You” project is implemented to support the social lives of employees within the Batı Anadolu Group of Companies. Within the scope of this project, special agreements are made to provide employees with discounted access to various services and products. These agreements are shared with employees through a digital platform, and the advantages offered are communicated transparently.

“ As of 2025, cooperation agreements have been established with 25 institutions within the Group. These collaborations provide advantages across various fields such as education (kindergartens, exam preparation courses, foreign language training), healthcare, accommodation, sports, vehicle purchase and maintenance services, clothing, and driving schools, enabling employees to benefit from a variety of opportunities that support their social, cultural, and personal lives. ”

Through these initiatives, we aim to support our employees not only in the workplace but also in their social lives, thereby contributing to increased employee satisfaction, motivation, and organizational commitment.

Benefits and Fringe Benefits Provided to Employees

Within the scope of its Human Resources Policy, the Batı Anadolu Group of Companies provides comprehensive fringe benefits aimed at increasing the welfare and motivation of its employees. Under the collective bargaining agreement framework:

- Bonus payments are made four times a year,
- Regular monthly social assistance payments are provided,
- Support payments are made in cases such as birth, death, marriage, and natural disasters.

In addition, seniority incentive bonuses are paid based on employees' length of service. Through these practices, the aim is to enhance employee engagement and improve quality of life.

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CORPORATE SOCIAL IMPACT FLOW

We are One with Youth!

As the Batı Anadolu Group of Companies, we consistently continue our collaborations with universities in order to support the development of young talents, strengthen university–industry cooperation, and bring qualified human resources to our sector. Within this scope, we support integrated education models based on mutual learning, where students can apply their theoretical knowledge in professional life.

“ In 2025, within the scope of university–industry collaborations, 7 different projects were carried out with the participation of students from the departments of civil engineering, materials science and engineering, chemical engineering, mechanical engineering, energy systems engineering, environmental engineering, bioengineering and statistics. During the **13-week project period**, students visited our workplaces **one day per week** and contributed to studies focused on production, quality, efficiency, data analysis, R&D, and sustainability. The projects were conducted under the supervision of responsible mentors to support the integration of theoretical knowledge with field applications. These studies not only supported the professional development of students but also contributed to the operational processes and innovative perspective of the Batı Anadolu Group of Companies. Project results were presented to both company executives and university management through an open presentation. ”

İzmir Institute of Technology (İYTE) CO-OP Protocol

In 2024, a **CO-OP (Cooperative Education Program)** protocol was signed between our Group and the İzmir Institute of Technology (İYTE). Through the CO-OP program, which provides an integrated education model between academia and industry, it is aimed that students gain professional experience while continuing their academic education.

Within the scope of the protocol, students are expected to carry out projects related to Batıçim–Batisöke at our workplaces under the supervision of responsible mentors for at least one semester, one day per week. At the end of the projects, students present their outputs through open presentations to both company executives and university management. This collaboration supports the professional development of students while also providing our company with the opportunity to closely identify potential talents.

Throughout the project process, in order to support students' personal and professional development in addition to technical knowledge, informational training sessions were provided on:

- **Learning Organization working methodology,**
- **CV Preparation and Interview Techniques**

In addition, all students participated in the **Cement–Concrete Workshop organized in our Quality Control Laboratory**, where they had the opportunity to observe production and quality processes on-site.

Dokuz Eylül University (DEÜ) Protocol

Under the protocol signed with Dokuz Eylül University in 2025, it is aimed to provide quotas for university students' mandatory internships and to conduct suitable undergraduate and master's thesis projects in collaboration with the Batı Anadolu Group of Companies. Projects are developed under the supervision of responsible mentors, and their results are shared through open presentations. This protocol supports students' development while enabling them to experience practical applications of the theoretical knowledge they acquire during their undergraduate education in real business environments. The outputs obtained within the scope of these projects will also be evaluated for potential implementation within the companies of the Batı Anadolu Group.



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CORPORATE SOCIAL IMPACT FLOW

We Are One with Young People!

Technical Visit with University Students

As the Batı Anadolu Group of Companies, we organize technical visits for university students in order to strengthen university–industry collaboration and support students' professional development. Through these visits, it is aimed that students observe the theoretical knowledge they acquire during their undergraduate education in real production environments and experience sectoral practices firsthand.

Within this scope, a technical visit was organized to the Batıçim and Batısöke cement plants for students from the Chemistry Departments of Adnan Menderes University and Ege University. During the event, information was provided about clinker and cement production processes, followed by a site tour introducing the processes in the field. Additionally, technical visits were organized at our Batıçim plant for students from the Civil Engineering Department of Dokuz Eylül University, where information was shared regarding production, quality, and operational processes.



Safety Helmet Presentation Ceremony

The Safety Helmet Presentation Ceremony is organized by the Dokuz Eylül University Construction Community (DEYAP), composed of students from the Civil Engineering Department of Dokuz Eylül University. The event is held at the beginning of each academic year to introduce the hard hat—one of the important symbols of the profession—to newly admitted students of the Civil Engineering Department and to motivate them at the start of their professional journey.

As the Batı Anadolu Group of Companies, we are pleased to support this meaningful event every year by contributing to the presentation of the first hard hats—symbols of their profession—to first-year students of the Faculties of Civil Engineering and Architecture.



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CORPORATE SOCIAL IMPACT FLOW

We Are One with Young People! IzQ Digital Experience Center

We visited the **IzQ Digital Experience Center**, which was established within the IzQ Entrepreneurship and Innovation Center. During the visit, hosted by the Chairperson of the İzmir Chamber of Commerce Board of Directors, we not only attended presentations but also had the opportunity to closely observe the experiences of children and young people.

This valuable center, for which **Batiliman** is among the supporters, stands out as **İzmir's first Digital Experience Center** and aims to provide an inspiring digital learning environment for children and young people.

Within the center, trainings, workshops, and events are organized for **children and young people aged 7-18**. Through a broad range of content—including digital technologies, robotic coding, artificial intelligence, and virtual reality applications—participants are encouraged to explore their creativity and become acquainted with the technologies of the future at an early age.

At the IzQ Entrepreneurship and Innovation Center, the goal is to **instill an entrepreneurial culture from an early age**, enabling young individuals to grow into well-equipped, innovative, and sustainability-oriented participants in the digital world.



As the Batı Anadolu Group of Companies, we contribute to the project through the “Batiliman Station Scenario”:

1. Visitors will first encounter a simulation of global port traffic, created using pre-collected data.
2. The visitor will then be able to zoom in on their desired port on the active map and observe information such as the average daily traffic in that area and the types of cargo ships it hosts.
3. Visitors who pass the observation phase will encounter an interactive game. A maritime logistics process awaits them to solve here.
4. They will encounter various topics displayed on the visitor port simulation and begin their experience by clicking on the topic that interests them.



BATILIMAN

Topics include: Storage Area, Security System, Ship Types and Port Compatibility, Types of Equipment Used, Energy Systems, and more.

5. Finally, the visitor will complete their experience by playing a game designed to show how they contribute to the port in connection with the chosen topic.

This game includes objectives such as developing an innovative solution that will contribute to the port or optimizing a process. In this way, participants experience the importance of contributing to Batiliman's operational processes by applying what they have learned.

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CORPORATE SOCIAL IMPACT FLOW

Side by Side, We Are One Through Sharing! March 8th International Women's Day

Each year, we celebrate **International Women's Day on March 8** through special events in order to recognize the efforts of our female employees and their contributions to our corporate achievements. In 2025, a **workshop** was organized for our female employees in our conference hall, strengthening the sense of solidarity and unity. As the Batı Anadolu Group of Companies, we continue to highlight the strength and importance of women in professional life and foster an equal and supportive working environment.



Barbecue Day at Batıçım and Batisöke

In September, a **Barbecue Day** event was organized at our Batıçım and Batisöke plants to bring our employees together and strengthen internal solidarity. This year, our retired employees were also invited to the event held at Batıçım, creating a warm and enjoyable gathering that brought different generations together.



April 23rd Children's Festival

As the Batı Anadolu Group of Companies, a **Children's Festival** was organized for the children of our employees as part of the **April 23 National Sovereignty and Children's Day** celebrations. Throughout the festival, children were offered various refreshments, surprise gifts were distributed through raffles, and they enjoyed a day full of fun activities such as giant Jenga, tug-of-war, sack races, and live table football. We take great pleasure in sharing the happiness of our children.



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CORPORATE SOCIAL IMPACT FLOW

Side by Side, We Are One Through Sharing! **Bowling Tournament**

To increase employee motivation and strengthen team spirit, a **Bowling Tournament is organized every year. Approximately 28 teams with around 224 participants** take part in the tournament, and the matches are held in a friendly and enjoyable competitive atmosphere. At the end of the tournament, recognition is given to the team that achieves the highest score and to the employee who attains the highest individual score. This event contributes to strengthening social bonds among employees while supporting a culture of interaction and spending time together within the organization.



National Corporate League

The National Corporate League (NCL) is an organization aimed at strengthening motivation and team spirit through professional sports events designed for companies. Through tournaments and events organized in various disciplines, the initiative seeks to contribute to the physical and social development of employees, enhance internal solidarity, and promote awareness of healthy living.

Within the scope of NCL organizations, participants are offered both a competitive and enjoyable sports experience, benefiting from the unifying power of sports in the business world.

In this context, Batıçim **participated in the Football and Basketball tournaments** organized by the National Corporate League, taking part in these sporting activities that reinforce team spirit and increase employee motivation.

“ **Our Batı Anadolu Basketball Team won the Third Place Award in the NCL Basketball League 2026 Silver League.** ”



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CORPORATE SOCIAL IMPACT FLOW

Side by Side, We Are One Through Sharing! **Pedaling for Education with Our Employees**

Our employees participated in the **Pedaling for Education Bicycle Tour**, organized by the **Aegean Contemporary Education Foundation (EÇEV)** to raise awareness of equal opportunities in education. Through this event, support was provided to social initiatives promoting access to education, while encouraging our employees to participate in volunteer-based social responsibility activities.

Sailing Experience with Learning Organization Teams

The second phase of the **Learning Organization** initiatives, which were launched in 2023 at the Batı Anadolu Group of Companies, was completed as of 2025. Within this scope, following the work carried out by our teams throughout the year, employees came together for the **Sailing Experience** program organized along the İzmir Gulf route, aimed at enhancing motivation and strengthening team interaction.

During the program, participants experienced practical maritime knowledge, including preparing the boats for sailing, sail maneuvers, steering techniques, and maritime safety. Concluding with a dinner, the event provided an enjoyable and instructive experience that supported teamwork and the culture of learning together.



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CORPORATE SOCIAL IMPACT FLOW

Side by Side, We Are One Through Sharing! New Year Dinner, Seniority Ceremony, and Sustainability Awards Ceremony

We held our traditional **New Year Dinner and Seniority Ceremony** with broad participation from our employees at the İzmir Kaya Thermal Hotel. On this special evening, plaques were presented to a total of **91 employees** who had completed 5, 10, 15, 20, 25, and 30 years or more of service, honoring their long-standing contributions and dedication to the organization. During the ceremony, the importance of the years spent together and their contributions to our corporate culture, workforce, and sustainable success were emphasized.

During the same event, the winning projects of the **"Batı Sustainability Awards"** which we launched for the first time this year, were also announced. Projects submitted throughout the year were evaluated by competent jury members specialized in their fields. In line with our sustainability strategy, the projects that reached the finals and won first place in the categories of **"People First," "Respecting the Planet,"** and **"Transformation"** were announced. Additionally, within the scope of the **Special Award**, the **"Value-Creating Project"** award was presented. Through this award program, we aim to encourage our employees' sustainability initiatives, increase the visibility of successful projects, and promote the dissemination of best practices across the organization.



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CORPORATE SOCIAL IMPACT FLOW

Side by Side, We Are One Through Sharing! Together with LÖSEV, We Brought Hope

As the Batı Anadolu Group of Companies, we attach great importance to initiatives that place solidarity and social benefit at their core and actively participate in projects that create value for society. Within this scope, we participated in the **mandarin harvest event** organized by the **Foundation for Children with Leukemia (LÖSEV)** at the **Seferihisar Natural Life Farm**. Through this event, support was provided for initiatives benefiting children with leukemia, while also encouraging our employees to participate in volunteer activities centered on social interaction and sharing.



Lung Cancer Awareness Training

At our Batisöke plant, an awareness training session on lung cancer and smoking cessation was organized in cooperation with the Söke District Health Directorate. The training aimed to encourage healthy lifestyle habits and increase awareness regarding cancer risks.



Red Crescent Blood Donation Campaigns

As the Batı Anadolu Group of Companies, we regularly participate in blood donation campaigns organized in cooperation with the Turkish Red Crescent (Kızılay). Through the campaigns held in February and August, our employees were encouraged to voluntarily participate in blood donation, providing support for an initiative that is vital for public health. These campaigns have contributed to strengthening our employees' sense of social responsibility.

Breast Cancer Awareness Month

As part of **Breast Cancer Awareness Month**, the Batı Anadolu Group of Companies organized simultaneous informative seminars for our female employees at the Batıçım and Batisöke plants. At our Batıçım plant, the seminar was delivered by Prof. Dr. Cengiz Aydın, a General Surgery Oncology Specialist, while at our Batisöke plant, the seminar was conducted by Workplace Physician Dr. Ayfer Bozkaya in cooperation with KETEM. With these initiatives, it was aimed to create awareness and emphasize the significance of early detection.



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CUSTOMER RELATIONS

At the Batı Anadolu Group of Companies, customer experience is addressed within the framework of a holistic approach supported by regular measurement of customer satisfaction, systematic management of feedback, strong technical support mechanisms, and digital solutions. Through this approach, the aim is to accurately understand customer needs, provide rapid solutions, and strengthen long-term trust-based relationships.

Within the scope of the digitalization of customer processes, a **digital customer portal has been actively used since 2014**. Through this portal, customers can directly access operational data such as order timing, shipment status, carrier vehicle information, transported tonnage, and invoice details, and they can obtain the reports they require in a digital environment. The portal, which is accessible from all devices with an internet connection, enables our customers to manage their processes in a transparent and traceable manner.

For 2026, development efforts for the customer portal are planned. Within this scope, it is aimed to strengthen shipment tracking, increase ease of use through a simplified order screen, and collect customer feedback and satisfaction surveys through the portal. With these planned improvements, it is intended that customers will be able to carry out their transactions through digital channels without the need for calls or manual communication.

Additionally, **at Batiliman, the "Customer Portal"** available on our website includes an information screen accessible to all customers. This platform allows customers to view the real-time handled tonnage information of vessels related to their cargo. It also provides instant access to vessel-based and stock-based data. Customers can monitor all details such as vessel berthing time, start and completion times, and real-time tonnage information. In this way, a more transparent and efficient communication and monitoring process is ensured.

Customer Satisfaction

The high score of 91.70% in the General Image category indicates that the company is perceived by customers as a reliable, stable, and corporate business partner. The high satisfaction rate in the Sales and After-Sales Support category (93.63%) is associated with timely responses to customer requests, effective management of technical support processes, and continuity in after-sales communication. The 91.24% score in the Products and Services category is considered an indication that quality standards are applied consistently and reliably in the field.



Category	Score
Overall Image	91.70%
Products And Services	91.24%
Sales and After-Sales Support	93.63%
Overall Score	92.00%

“As of 2025, the customer satisfaction rate of the Batı Anadolu Group of Companies was %92.”

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CUSTOMER RELATIONS

Customer Complaints and Feedback

Customer requests and complaints can be submitted and recorded through various application channels, primarily through the **“Solution Center”** in the contact section of the website. All notifications are managed in an integrated manner with the Corporate Governance Software, and the processes are conducted in a traceable digital environment with a standardized workflow.

Each notification entered into the system is automatically forwarded to the relevant department managers, and processing must be initiated within **24 hours at the latest** following receipt of the notification. Through this structure, customer feedback is addressed in a timely manner, resolution processes are effectively managed, and regular feedback is provided to customers.

“ **In 2025, within this scope, 131 customer requests and complaints for Batı Anadolu (consolidated) and 21 for Batisöke were recorded, and all of them were evaluated and concluded.** ”

Customer Health and Safety

As the Batı Anadolu Group of Companies, we address the correct, safe, and efficient use of our products by our customers within the scope of our customer health and safety approach. In this context, we both comply with legal requirements related to product safety and implement informative and supportive practices for our customers.

Issues related to customer health are monitored throughout the entire life cycle of products, covering the production, shipment, and usage stages. During production processes, control of dust emissions and compliance with relevant regulations are taken as a basis, while product formulations are managed by considering environmental and health impacts.

During the delivery of products to customers, shipment activities are carried out in accordance with occupational health and safety procedures. During the loading, transportation, and unloading stages, the safety of both employees and customers is ensured, and the suitability of the equipment used and the controlled execution of processes are maintained.

Within the scope of the European Union New Approach Directives, **CE marking** is provided for the products manufactured at our cement plants and offered both to the European Union market through exports and to the Turkish market. The CE mark is presented directly on the packaging for bagged products,

and through commercial documents for the shipment of both bagged and bulk products. This practice ensures that the products comply with relevant regulations regarding human, animal, and environmental health.

In order to support product safety, **Safety Data Sheets (SDS)** are prepared for our products and shared with our customers. SDS documents provide comprehensive information regarding the safe use of products, potential risks, and necessary precautions, and they are also accessible via our company website. You can access them via the following link:



To ensure that our products are used correctly, safely, and efficiently by customers, technical information activities and field-oriented implementation studies are carried out. Within this scope, **in 2025**, technical studies were conducted for **32** customers. These studies included information and training activities regarding the technical characteristics of cement and concrete products, application conditions, and quality requirements, aiming to support the management of risks that may arise during product use and increase the efficiency of operational processes.

The practices carried out aim to ensure the reliable delivery of our products, in line with our approach to protecting customer health and safety.

“ **In line with our approach to protecting customer health and safety, the practices carried out aim to ensure that our products are presented in a reliable manner.** ”

06

Respecting the Planet

“We focus on creating value through an approach that respects planetary boundaries.”



We are One
Protecting Together

RESPECTING THE PLANET

COMBATING CLIMATE CHANGE

We position the fight against climate change among our priorities within the framework of our operational excellence approach, and we continuously develop our business processes by closely monitoring global and regional regulations. In this context, we aim to carry out our efforts aimed at low-carbon production, increasing energy efficiency, reducing resource use, and lowering emissions in alignment with the targets of the Paris Agreement, which constitutes the main reference framework of global climate action.

We regularly monitor transformation instruments such as the European Union Green Deal approach, the Carbon Border Adjustment Mechanism, and the EU Taxonomy implemented by the European Union, and we update our risk and opportunity analyses in line with these developments. In managing climate-related risks and opportunities, we aim to establish a transparent climate governance structure that supports decision-making processes, based on IPCC scenarios, World Resources Institute methodologies, and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

We also closely monitor regulations implemented in line with Türkiye's long-term climate policies and development goals, and we develop actions aligned with national priorities in areas such as greenhouse gas reduction, energy transition, and resource efficiency. We assess the impacts of climate change on our operations within the scope of TSRS, addressing climate risks and opportunities through the dimensions of governance, strategy, risk management, and performance indicators.

Detailed analyses and performance results conducted within this scope can be accessed through our **TSRS reports**.

Our climate management approach is supported by the ISO 14001 Environmental Management System and the ISO 50001 Energy Management System.

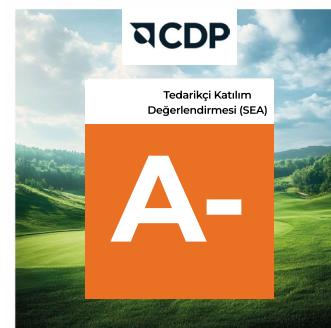
These systems enable the early identification of climate risks, improvement of energy and resource efficiency, reduction of emissions, and implementation of continuous improvement processes within an institutional framework.

In order to ensure the effective functioning of management systems in each of our companies, separate management representatives and deputy representatives have been appointed. This structure ensures the integration of system requirements into operational processes and the regular monitoring of performance. At the corporate level, our team consisting of sustainability, energy, and environmental experts plays an active role in monitoring field implementations, ensuring regulatory compliance, managing operational risks, and effectively reflecting management system requirements in operations.

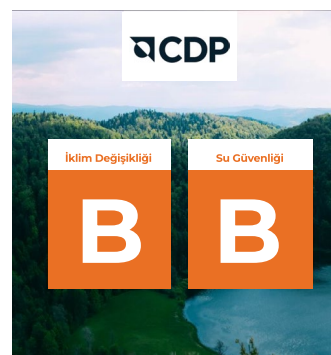
The ISO 14001 and ISO 50001 Management System certificates are presented under the **"Integrated Management Systems"** section of the report.

With the **Climate Change Mitigation and Adaptation Policy** published in 2025, the climate management approach of the Batı Anadolu Group of Companies has been defined at the corporate level. In line with this policy, we aim to reduce our greenhouse gas emissions in accordance with science-based targets, effectively manage our impacts on water and biodiversity, expand sustainable supply chain practices, and strengthen our corporate resilience by addressing climate-related risks and opportunities through a holistic approach.

You can access the Climate Change Mitigation and Adaptation Policy via the following link:



“ Batıçim received an **“A-” score** in the CDP SEA Assessment. ”



“ Batıçim disclosed its Climate Change and Water Security score as **“Good Governance”**. ”

In 2025, the Batı Anadolu Group of Companies was included in the CDP scope for the first time and began transparently reporting its climate change and water management performance at an international level. In the 2024 CDP assessment, the company achieved a “B” management-level score in both the Climate Change and Water Security programs. In addition, within the scope of the CDP 2024 Supplier Engagement Assessment (SEA), Batıçim Batı Anadolu (consolidated) received an “A-” score as a result of the assessment conducted under the headings of risk management processes, governance and strategy, supply chain engagement, Scope 3 emissions management, and target-setting and verification. You can access the **CDP Report** on our website.

RESPECTING THE PLANET

COMBATING CLIMATE CHANGE

Greenhouse Gas Emissions

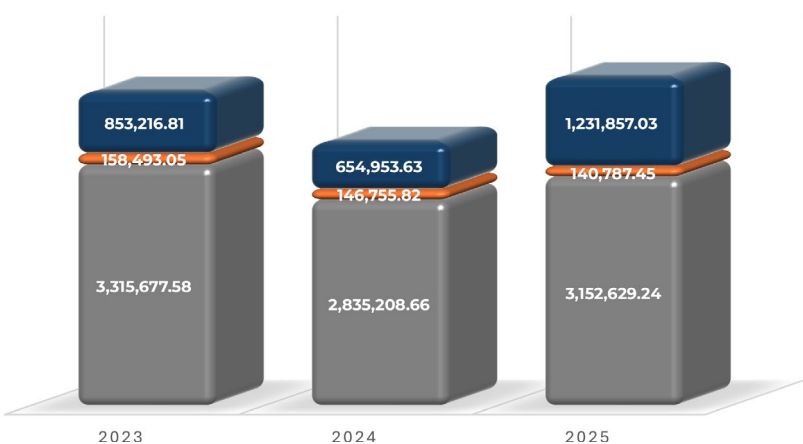
At the Batı Anadolu Group of Companies, greenhouse gas emissions have been calculated at Scope 1, Scope 2, and Scope 3 levels since 2022 and are regularly verified by independent accredited organizations in accordance with the ISO 14064 standard. **Verification statements** can be accessed via the relevant links for each company.

In our cement plants, greenhouse gas emissions are additionally calculated annually within the scope of the Regulation on Monitoring and Reporting of National Greenhouse Gas Emissions, verified by independent organizations, and reported to the Ministry of Environment, Urbanization and Climate Change. Monitoring plans are uploaded to the Ministry's system, and regulatory compliance processes are carried out in full.

Batı Anadolu (Consolidated)

Greenhouse Gas Emissions

■ Scope 1 ■ Scope 2 ■ Scope 3



The primary reason for the increase in Scope 1 emissions observed in 2025 is the rise in clinker production capacity and total production volume following the recommissioning of a previously decommissioned kiln at the Batisöke facility. This increase in production volume has directly led to higher fuel consumption and process emissions. The increase in Scope 3 emissions, however, is due to updates in the calculation methodology and the expansion of the inventory scope. These methodological improvements have ensured that Scope 3 emissions are reported more comprehensively.

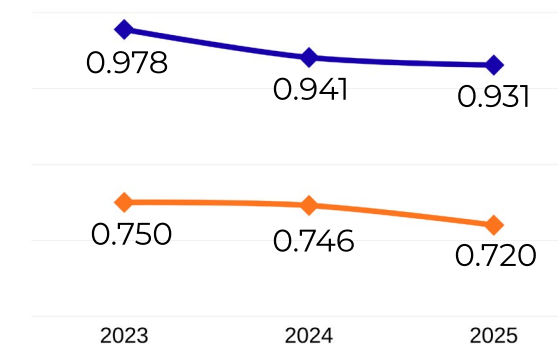
Greenhouse Gas Emission Intensities

An improvement has been observed in **greenhouse gas (GHG) emission intensities** at the consolidated level for Batı Anadolu. During the 2022–2025 period, emission intensity related to **clinker production** decreased by approximately **5%**, while emission intensity for **cement production** declined by approximately **4%**.

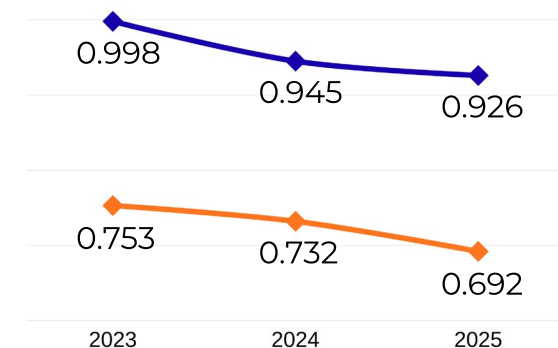
When evaluated specifically for Batisöke, emission intensity for clinker production fell by approximately **7%**, and for cement production by approximately **8%** during the same period.

This progress was achieved through the contribution of an increased alternative fuel substitution rate and practices aimed at reducing the clinker-to-cement ratio

Batı Anadolu (Consolidated) Scope 1 + 2



Batisöke Scope 1 + 2



◆ Clinker(tCO2e/t) ◆ Cement(tCO2e/t)

RESPECTING THE PLANET

COMBATING CLIMATE CHANGE

Internal Carbon Pricing

In order to evaluate the potential impacts of transformations in climate legislation on financial performance and competitiveness, we regularly conduct risk and opportunity analyses and aim to integrate the outputs into planning and decision-making processes. Within this scope, the **EKSEN (ESG Carbon Sustainability Integration) Project**, implemented in 2025, established a corporate infrastructure for managing ESG targets together with carbon emissions and potential carbon costs. Within the scope of the project, data integration, verification processes, carbon cost projections, and reporting mechanisms have been strengthened, thereby increasing the traceability of emission performance and decision-support capacity. Through this initiative, historical data has been updated, and a reliable, traceable, and accurate data management infrastructure has been established to support sustainability targets. The integration enables the systematic monitoring of carbon emissions and potential carbon costs, while allowing for more robust projections of future risks.

In alignment with this structure, we have also implemented an internal carbon pricing approach. The initial internal carbon price has been set at approximately USD 10 per ton of CO₂, and the price determination process considers reference prices in international carbon markets, trends in emissions trading systems, and projections regarding the regulatory framework expected to emerge in Türkiye.

The internal carbon price supports investment evaluation processes, particularly in the financial feasibility analyses of projects related to energy efficiency, alternative fuel use, and emission reduction. It also contributes to the prioritization of low-carbon products and sustainable innovation projects in product development and R&D processes. In addition, it helps make the carbon cost impact visible in operational improvement initiatives.

Operational Excellence and Continuous Improvement

In 2025, structured initiatives were launched in line with the Lean Six Sigma approach to enhance operational efficiency and ensure the continuous improvement of energy performance. Teams consisting of 7 members at the Batisöke plant and 6 members at the Batıçım plant were established. These teams completed a four-phase training program and moved on to the implementation stage of process improvement projects.

The initiatives focus on optimizing waste heat recovery-based electricity generation processes and maximizing its share within total electricity consumption at the Batıçım plant, and improving the Specific Energy Consumption (SEC) performance of the cement production line at the Batisöke plant to approach budgeted and design

values. Processes are analyzed based on existing performance indicators, and improvement steps are planned in line with data-driven problem-solving techniques, root cause analyses, and measurable performance criteria. In this context, this operational excellence initiative is not only a cost-focused effort but also a decarbonization initiative.

Through these practices, in addition to improving operational performance, we aim to promote a data-driven decision-making culture and integrate a sustainable, measurable, and repeatable excellence model into the corporate structure through a continuous improvement approach.



RESPECTING THE PLANET

COMBATING CLIMATE CHANGE

Environmental Investments and Expenditures

As the Batı Anadolu Group of Companies, we address our investments aimed at reducing environmental impacts within the framework of operational excellence that goes beyond regulatory compliance, focusing on risk mitigation and continuous performance improvement.

In this context, environmental expenditures carried out in 2025 that are not mandatory under legislation reached approximately **78 million TRY**, of which approximately **44 million TRY** was realized in Batisöke operations.

“ Over the last three years, our expenditures and investments aimed at environmental improvement have reached approximately 210 million TRY in Batı Anadolu (consolidated) operations and approximately 99 million TRY in Batisöke operations. ”

These investments primarily include high-efficiency filtration systems and fugitive emission control measures aimed at reducing dust and air emissions, the closure of waste storage sites and the improvement of their environmental infrastructure, the establishment of digital monitoring infrastructure for water management, and resource recovery practices that enhance process efficiency. Through these initiatives, our environmental investments are evaluated not only as technical practices that reduce operational impacts but also as transformation tools that support climate risk management, the protection of natural resources, and our long-term sustainability goals.

Environmental Collaborations

The Batı Anadolu Group of Companies strengthens its sustainability goals not only through its own operations but also through sector-wide collaboration and knowledge sharing. This approach enhances our sustainability performance while contributing to the acceleration of collective transformation across the industry.

At the sectoral level, our active membership in the environment and energy committees of Türkçimento and the Turkish Ready Mixed Concrete Association plays an important role in sharing best practices and contributing to the development of sustainable policies and standards across the sector. These participations support improvements in environmental performance and stronger compliance with regulatory requirements in the cement and ready-mixed concrete industries.

At the regional level, our participation in the “İzmir Industrial Symbiosis Project”, conducted by the İzmir Development Agency in the Aegean Region, contributes to strengthening the industrial symbiosis network and increasing the exchange of knowledge and experience among companies. The project aims to promote resource efficiency and sustainable production practices in the Aegean Region.

At the international level, the Batı Anadolu Group of Companies follows global sustainability principles closely through its membership in the UN Global Compact and actively participates in programs related to climate action and human rights. Within this framework, our company uses CDP and LSEG platforms to report its environmental, social, and governance (ESG) performance in a transparent and accountable manner, regularly sharing climate and sustainability-related data with its stakeholders. In this way, we contribute to the dissemination of best practices across the sector, while corporate decision-making processes, risk management, and strategic planning are supported by verifiable and comparable information.

Thus, our sustainability goals are supported by a governance structure that evolves together with our stakeholders and is measurable and continuously improving.

RESPECTING THE PLANET

ALTERNATIVE FUEL USE

As the Batı Anadolu Group of Companies, we focus on reducing fossil fuel consumption by increasing the use of alternative fuels in our cement production processes. In this context, while supporting the more efficient use of energy resources, we also carry out initiatives aimed at reducing the carbon emissions generated by our production processes.

As one of the most important steps of this strategic approach, investment in an **RDF (Refuse-Derived Fuel) Preparation and Feeding Facility** was initiated at the Batisöke Cement Plant in 2025. Within the scope of the investment, which is planned to become operational in 2026, storage, transfer, dosing, and kiln feeding systems will be installed. Once the facility becomes operational, it is aimed to enable more effective preparation of biomass and other alternative fuel types, expand the supplier network, and significantly increase the use of alternative fuels.

Within our Group, practices related to alternative fuel use at the Batıçim Bornova and Batisöke cement plants are continuously being improved.

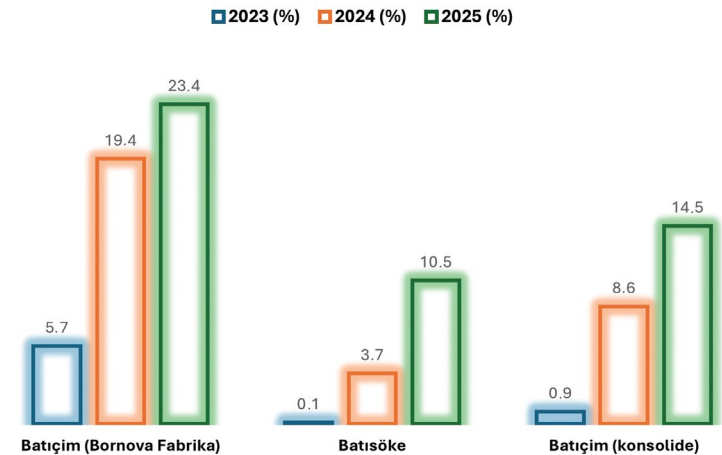
“ As part of the alternative fuel utilization that has been ongoing for many years in Batıçim Batı Anadolu (consolidated), the alternative fuel usage rate in waste-co-processing kilns increased from 0.9% in 2023 to **14.5%** in 2025. This change represents an approximately sixteen-fold increase within two years. ”

“ At Batisöke, following the completion of the Waste Incineration and Co-incineration License processes in 2024, alternative fuel use was initiated. The rate, which was 3.7% in the same year, **reached 10.5%** in 2025, corresponding to an approximately threefold increase in a short period of time. ”

In the coming period, we aim to gradually increase our alternative fuel utilization rate, targeting **30% by 2035 and 60% by 2053**. In this regard, infrastructure investments continue and supply processes are being further developed.

In 2025, approximately **1,800 tons of biomass waste** was used as alternative fuel. In the coming years, it is planned to increase the amount of biomass used, particularly through new supplier collaborations and the strengthening of alternative fuel preparation infrastructure. The use of resources such as biomass within our alternative fuel portfolio enables the substitution of fossil fuels, thereby supporting the reduction of greenhouse gas emissions arising from production processes and the conversion of waste into energy.

Alternative Fuel Use Rate



*Based on furnaces that incinerate waste.

As part of this strategic approach, we are also one of the pioneer ports in Türkiye licensed to operate a ship waste collection facility through Batıliman. Liquid waste is treated through purification processes and subsequently used as alternative fuel at our Batıçim Bornova and Batisöke cement plants. Liquid waste is treated through purification processes and subsequently used as alternative fuel at our Batıçim Bornova and Batisöke cement plants. This approach converts ship-generated waste into a value-added resource rather than disposal, creating an integrated operational loop and contributing to our sustainability goals.

Through this holistic approach, we aim to increase alternative fuel usage, minimize environmental impacts, enhance resource efficiency, and develop sustainable solutions that add value to the industrial cycle.

RESPECTING THE PLANET

ENERGY EFFICIENCY AND RENEWABLE ENERGY

Energy Efficiency

At Batı Anadolu Group of Companies, the effective and efficient use of energy resources, the selection of appropriate energy sources, and the transition to renewable energy are among our priority responsibilities in the fight against climate change. Accordingly, we treat energy efficiency initiatives not only as a cost management tool but also as a key component of operational excellence, resource efficiency, and carbon reduction targets. By improving energy performance, we aim to reduce the energy intensity of our processes and directly contribute to lowering greenhouse gas emissions.

Our energy management activities are conducted through a systematic, data-driven approach in line with international standards. The Energy Management System has been continuously implemented for approximately **12 years at Batıçim** and over **11 years at Batisöke**, with energy performance regularly monitored, measured, and managed through a continuous improvement cycle. Within this framework, we develop comprehensive energy efficiency programs covering the entire supply chain starting from production processes, set measurable targets to reduce energy consumption and greenhouse gas emissions, and regularly track performance indicators.

The ISO 50001 Energy Management System certificates can be accessed under the **“Integrated Management Systems”** section of the report.

Data collection, analysis, and monitoring infrastructure for energy usage are continuously strengthened. Energy audits identify areas with improvement potential, and priority action plans are developed. This ensures that energy management processes go beyond operational control, serving as a decision-support tool. All these activities are coordinated by the Energy Management Unit, which regularly evaluates energy performance results and manages them in line with a continuous improvement approach.

“ In 2025, our energy efficiency efforts resulted in savings of **432,530 GJ of thermal energy and 117,942 MWh of electricity across the Group. The highest contribution came from Batisöke, where 258,600 GJ of thermal energy and 71,833 MWh of electricity were saved at the facility level.** ”

Renewable Energy

Our energy management approach is not limited to efficiency measures; it also aims to increase the use of recovered and renewable energy. Through our long-standing waste heat recovery facilities at Batıçim and Batisöke, waste heat from production processes is converted into energy for electricity generation. Furthermore, in a pioneering initiative for Türkiye, heat dissipated from the kiln shell into the atmosphere is recovered through heat exchangers to meet the steam and hot water requirements of both **social facilities and production units.**

Furthermore, to strengthen our existing recovery infrastructure, an investment project at **Batisöke has been initiated to increase capacity utilization with an additional 4 MW waste-heat-to-energy system, scheduled to be commissioned in 2026.** This project will deliver significant improvements in energy efficiency and a reduction in carbon intensity.



“ In 2025, **15.6%** of our total electricity consumption was met from recovered energy sources, while at Batisöke specifically, this rate was **7%**. This both reduces primary energy consumption and contributes to the reduction of indirect carbon emissions. ”

Continuous Development

In line with our continuous development approach, we also consider promoting a culture of energy efficiency throughout the organization as a top priority. In this context, training programs are designed according to the needs of different employee groups. Application-focused awareness training is provided for technicians and employees working on operational sites, while programs are organized to help new engineers quickly adapt to energy management systems and efficiency practices. In addition, advanced capacity-building training is conducted to enhance the technical competencies of specialized personnel actively involved in energy management processes.

Throughout 2025, a total of **624 person*hours** of training on energy efficiency were delivered.

RESPECTING THE PLANET

SUSTAINABLE PRODUCTS

In the cement sector, the regulatory framework for environmental performance continues to evolve at both international and national levels. Under the European Union Green Deal, regulations aimed at reducing carbon-intensive production processes are being implemented. In Türkiye, the 2024 **Communiqué on Promoting the Use of Green Cement with Low Carbon Emissions in Public Procurement Contracts** has established a regulatory framework to encourage the use of low-carbon cement in public projects. This communiqué serves as an important policy tool supporting the wider adoption of low-clinker and blended cements in the industry.

Within the Group, sustainable product development focuses on reducing carbon intensity, lowering clinker factors, increasing the use of alternative raw materials, and promoting circular economy practices. This approach helps reduce natural resource consumption, increase energy efficiency, and reintegrate waste into production processes.

In this context, a blended cement product called "ecoBATI" has been developed, classified as CEM II C/M (L-W) 42.5 N. Designed in accordance with EN 197-5 standards, the product contains approximately 20% more mineral additives than conventional cements. This formulation allows for a reduced clinker ratio, achieving up to 30% lower production-related carbon emissions. ecoBATI is suitable for infrastructure projects, industrial buildings, coastal and port structures, as well as residential and social facility construction. The product supports the mechanical performance and durability of structures while contributing to reduced environmental impacts due to its lower carbon intensity. To quantify the environmental performance of the product, Life Cycle Assessment (LCA) studies have been conducted. As a result, the Environmental Product Declaration (EPD) process was completed in 2023, and the ecoBATI CEM II/C product received an EPD certificate valid until 06.09.2028. Additionally, the ASTM C150 TYPE IL

product holds a valid EPD certificate until 09.10.2028. These certificates verify the environmental impacts of the products according to international methodologies.

As part of efforts to strengthen sustainable product development capacity, the "Batı-ARGE" project in 2025 enhanced the corporate R&D infrastructure and processes. These initiatives have contributed to the establishment of the technical infrastructure for developing a new low-carbon cement product family. Detailed information is provided under the R&D section of this report.

“**Batı Anadolu Group of Companies is focused on transforming its product portfolio to reduce environmental impacts and promoting low-carbon production practices.**”

In 2025, at Batıçim Bornova and Söke plants, the share of sustainable products in total sales volume reached **47%**, while domestic sales accounted for **72%**.

Specifically, at Batisöke, sustainable products represented **73%** of domestic sales and **56.3%** of total sales.

The Batı Anadolu Group of Companies aims to gradually increase the share of low-carbon and blended products in its portfolio, targeting **85% green product sales by 2035 and 100% by 2053.**



RESPECTING THE PLANET

ALTERNATIVE RAW MATERIALS

Batı Anadolu Group emphasizes increasing the use of alternative raw materials in cement production to reduce environmental impacts and conserve natural resources. Alternative raw materials consist of industrial by-products and wastes that, due to their mineral properties, can contribute to cement production. Using these materials reduces dependence on traditional raw materials, lowers clinker usage, protects natural resources, and enhances resource efficiency in production processes.

Additionally, the use of alternative raw materials helps mitigate environmental impacts associated with quarry drilling, blasting, and extraction activities. This approach reduces pressure on natural areas, supports ecosystem protection, and strengthens circular economy principles in production.

At Batıçim Bornova and Batisöke cement plants, the alternative raw material usage rate reached 7.4% in 2025. The 2024 sector average, published by Türkçimento based on 53 facilities, was **5.5%**, meaning the Group's performance is above the industry average.

With a focus on resource efficiency, we outperform the sector in the use of alternative raw materials.



2035 Target: 15%

2053 Target: 25%

RESPECTING THE PLANET

ALTERNATIVE RAW MATERIALS

Industrial Symbiosis

Batı Anadolu Group of Companies is expanding industrial symbiosis practices to strengthen the circular economy in its production processes. Through integrated collaborations between different facilities, by-products and waste from one production process are repurposed as inputs for another, enhancing resource efficiency.

Under the Industrial Waste Management applied in our ready-mix concrete facilities, slurry waste from concrete production is used as alternative raw material in cement production. Thanks to this symbiotic structure with our cement plants, approximately **340,000 tons of waste have been recovered** and reintegrated into production processes over the past three years. This practice contributes to reducing waste generation, limiting natural resource use, and strengthening the circularity of production processes.

Our industrial symbiosis approach is not limited to process wastes but also includes the use of production by-products as alternative resources. For instance, by-pass material from aggregate production plants is used as an alternative raw material replacing limestone in cement production. Additionally, the use of alternative sources such as excavation clay is being increased. These practices aim to reduce natural raw material consumption, as well as lower fuel use and associated greenhouse gas emissions from drilling and blasting activities.

“ In 2025, a total of 836,760 tons of by-pass material was used as raw material, corresponding to approximately 51% of the total limestone feed to the plant. ”

Batı Anadolu Group of Companies aims to further expand industrial symbiosis practices, increase the use of alternative raw materials, and strengthen circular resource management in its production processes in the coming years.

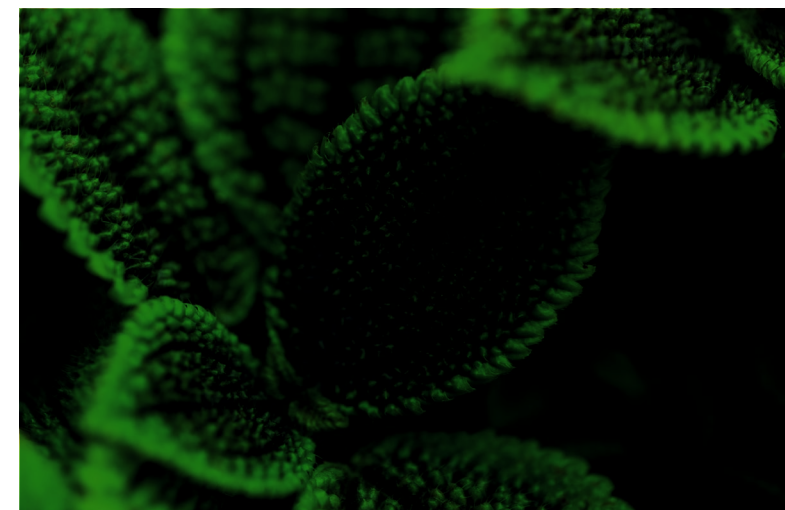
Good Practice

As part of a project implemented at Batisöke, materials from clay and pozzolan quarries—previously considered unusable and planned for removal through stripping operations—have been reassessed and reintegrated into production processes. In this way, these clay and pozzolan materials are incorporated into production processes as alternative raw materials, thereby reintegrating these waste resources into the economy.

In our ready-mix concrete production processes, industrial by-products such as fly ash and slag are used as alternative binders instead of cement and integrated into production. This practice reduces the need for natural raw materials and clinker while supporting resource efficiency through the reuse of industrial by-products.

In 2025, **approximately 37,000 tons of fly ash and slag were used as alternative raw materials** in ready-mix concrete production, corresponding to about 1% of total raw material use. Moving forward, we aim to gradually increase this usage, further reducing natural resource consumption and developing concrete products with lower environmental impact and reduced carbon intensity.

Since the start of the project in January 2025, approximately 80,000 tons of clay and pozzolan stripping materials have been used as raw materials. This approach reduces the demand for natural raw materials while reintroducing materials planned for storage back into production, in line with a circular economy approach.



RESPECTING THE PLANET

WASTE MANAGEMENT

At Batı Anadolu Group of Companies, waste management is conducted within a long-established corporate framework aimed at systematically managing environmental impacts. The ISO 14001 Environmental Management System was first implemented at Batıçim and has been continuously maintained for approximately **20 years**. In the following years, the system was gradually extended to other operations, having been in place for over 15 years at Batıbeton facilities and for **more than 10 years** at Batisöke.

The ISO 14001 Environmental Management System certificates can be accessed under the **"Integrated Management Systems"** section of the report.

In all our operations, waste management is carried out in line with the waste hierarchy approach, prioritizing prevention, reduction, reuse, recycling, and recovery. Within this framework, reducing waste at the source, directing generated waste to the highest possible recovery processes, and supporting the efficient use of natural resources form the core principles of our practices.

“ As of 2025, 99.80% of waste generated from our operations has been recovered, and this performance has made a strong contribution to improving resource efficiency and achieving our circular economy targets. ”

All our operational sites hold the **Zero Waste Certificate** issued by the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye, in compliance with legal requirements, and waste management practices are conducted in alignment with our sustainability policy.

Recovery and Circular Practices

We adopt an approach in which waste is evaluated as a resource. In this context, at Batıbeton, through infrastructure and equipment established at two of our facilities, concrete that does not meet compliance criteria is directed to recovery processes rather than disposal, and is used in concrete block production. As a result of this practice, a **10% reduction** in concrete slurry generation was achieved in the relevant facilities in 2025. The blocks produced are used in internal infrastructure, storage areas, and site arrangements.

At Batisöke, all cements that are damaged during shipping, transportation, or storage and cannot be used are **fully (%100) utilized in the production of concrete** barriers and curbstones under the recovery approach. This practice prevents waste disposal and increases opportunities for material reuse.



Sustainable Packaging Practices

The Batı Anadolu Group of Companies implements practices aimed at reducing environmental impacts from packaging in line with a product lifecycle approach. In this context, all packaging used for bagged cement products is **100% recyclable**, and the inclusion of packaging waste in recovery processes is supported. This approach aims to enhance resource efficiency and integrate circular economy principles into the product lifecycle.

RESPECTING THE PLANET

MANAGEMENT OF POLLUTANT AIR EMISSIONS

As Batı Anadolu Group of Companies, we manage potential air pollutant emissions from our operations in accordance with regulatory requirements and best practices, and we maintain applications for the monitoring, control, and reduction of emissions.

In our cement plants, parameters such as nitrogen oxides (NOx), sulfur oxides (SOx), dust, and others are continuously monitored through Continuous Emission Monitoring Systems (CEMS); system calibrations are regularly carried out by accredited laboratories. Measurement data are monitored in real time online via the Continuous Monitoring Center (SIM) of the Ministry of Environment, Urbanization and Climate Change of the Republic of Türkiye.

Dust Emissions

To reduce dust emissions, comprehensive technical improvements are implemented, particularly targeting particulate matter smaller than 10 microns (PM10). By converting all electrostatic precipitators of the rotary kilns to the Best Available Techniques (BAT) bag filter systems, dust emissions that could occur due to energy fluctuations, sudden interruptions, and start-stop operations are effectively prevented.

The practices implemented at the Batisöke facility represent examples of good practice in this field. An additional three high-efficiency filters have been installed in the clinker collection gallery to reduce dust.

At aggregate stockyards, the installation of high-efficiency irrigation systems not only improves water efficiency but also significantly reduces dust dispersion. Furthermore, gypsum, tras, and limestone stockyards have been enclosed to minimize dust and noise impacts on surrounding communities. In open areas, dust generation is controlled at the source using bunker covers, vacuum sweepers, water trucks, and automated irrigation systems.

At Batıbeton facilities, raw material storage and production units operate in enclosed systems; aggregate bunkers, conveyor belts, and mixers are equipped with jet filters and pulverized water systems. Reintroducing filtered raw materials into production reduces emissions while improving resource efficiency.

At Batılıman operations, measures are taken to prevent material loss and pollution during ship loading

and unloading, including tarpaulin coverage between ship and dock, wetting materials with water when appropriate, transporting materials in covered vehicles, and regular cleaning and watering of roads, effectively controlling dust dispersion.

“As a result of these measures, PM10 emissions decreased significantly from 52.47 tons in the previous year to 29.37 tons in 2025, representing a 44% reduction.”



RESPECTING THE PLANET

MANAGEMENT OF POLLUTANT AIR EMISSIONS

NOx and SOx Emissions

To reduce nitrogen oxide (NOx) emissions, Selective Non-Catalytic Reduction (SNCR) systems are used on kiln lines, and process-related emissions are effectively controlled through chemical reduction.

To reduce emissions from transport activities, the vehicle fleet used for bulk cement transportation continues to be modernized. A significant portion of the fleet has been upgraded to Euro 6 engine technology compliant with European Union emission standards, and by 2025, the share of new-generation Euro 6 vehicles in the fleet exceeded 70%. 14 electric vehicles used in in-plant operations at our cement factories contribute to reducing air pollutant emissions by producing zero tailpipe emissions.

In employee transportation, approximately 50% of shuttle vehicles use AdBlue (SCR – Selective Catalytic Reduction) technology, which reduces NOx emissions in exhaust gases. A vehicle-sharing system is also implemented for company vehicles, encouraging multiple employees traveling along the same route to share a single vehicle. Additionally, online meeting applications are actively used to prevent unnecessary business travel.

“ As a result, NOx emissions were **reduced by 9%**, from 4,186.22 tons to 3,808.61 tons. ”

For the management of sulfur oxide (SOx) emissions, process optimization and the use of low-sulfur fuels are applied together. Continuous monitoring of raw material and fuel composition in kiln processes limits the formation of sulfur-related emissions at the source and ensures effective control before release into the atmosphere.

“ Consequently, SOx emissions **decreased by 80.4%**, from 151.47 tons to 29.63 tons. ”

VOC Emissions

Volatile Organic Compounds (VOCs) are air pollutants that can originate from chemical components, auxiliary materials, and fuel combustion processes used in production. Therefore, the management of VOC emissions is addressed with a holistic approach through process optimization and material selection.

Key practices to reduce VOC emissions in cement production focus on efficient management of combustion processes and ensuring complete combustion at high temperatures. In rotary kiln systems, the high

temperatures and long gas residence times allow most organic compounds to break down within the process, preventing their release into the atmosphere. Continuous process monitoring systems optimize combustion conditions and limit VOC formation at the source.

Additionally, the substitution of solvent-based products with water-based alternatives in maintenance, storage, and field applications is maintained as an important practice to reduce VOC generation. Regular equipment maintenance and leak inspections are performed, and closed storage and transport systems are used to prevent emissions from evaporation.

As a result of these measures, VOC emissions **decreased by 20%** in 2025, from 119.21 tons to 95.53 tons.

Emission Type	2024	2025	Performance
SOx	151.47	29.63	80.4%
NOx	4,186.22	3,808.61	9.0%
PM10	52.47	29.37	44.0%
VOC	119.21	95.53	19.9%

RESPECTING THE PLANET

WATER MANAGEMENT

At Batı Anadolu Group of Companies, our water management approach is implemented with the objectives of reducing water withdrawal, increasing reuse rates, improving water efficiency, and strengthening resilience to climate-related water stress.

Our water management performance is regularly monitored, measured, and reported under the ISO 14001 Environmental Management System. Through risk assessments, target-performance tracking, and internal-external audit mechanisms, we continuously analyze environmental impacts, develop actions for identified improvement areas, and implement them. This approach enables us to go beyond regulatory compliance, enhance resource efficiency, reduce environmental impacts, and embed continuous improvement across all operations.

As Batı Anadolu Group, we ensure full compliance with all applicable permits, standards, and legal regulations regarding water quality and quantity across all our operations. **During the 2025 reporting period, no non-compliance with legal regulations occurred at any of our facilities.**

Water risk management is integrated with operational excellence and data-driven decision-making. In this context, closed-loop cooling systems are used at production facilities, allowing water reuse, reducing withdrawals, and supporting energy efficiency. Rainwater harvesting ponds increase the use of alternative water sources, and collected water is utilized in field operations, reducing pressure on natural water resources.

To strengthen traceability of water performance, we are implementing digitalization-focused initiatives. In 2025, the **“Drop by Drop to the Future”** project installed digital meters at critical high-consumption points, and SCADA integration established the infrastructure for real-time, uninterrupted monitoring of water consumption. From 2026, this infrastructure will allow daily water consumption to be regularly tracked, water intensity per unit of production to be calculated, and the data to be integrated into management systems. Water efficiency indicators will be evaluated monthly as part of KPI performance reviews, enabling rapid identification of deviations and the development of optimization actions. This approach aims to strengthen data-driven decision-making in water management and sustainably improve resource efficiency.

“ In 2025, total water management expenditures, covering operational and investment activities across Batı Anadolu Group of Companies, amounted to approximately 41 million TRY. ”

“ At Batisöke operations specifically, total water expenditure was approximately 15 million TRY, with 19% allocated to investment-related activities. ”

“ Approximately 22% of total water management expenditures were allocated to investment-related activities, prioritizing infrastructure, recovery, and digital monitoring applications that enhance water efficiency. ”

RESPECTING THE PLANET

WATER MANAGEMENT

Water Risk Management

Climate-related water stress and drought risks, as well as physical climate risks to water resources, are analyzed in alignment with the Türkiye Sustainability Reporting Standards (TSRS). In identifying, measuring, and managing these risks, we consider the recommendations of the TCFD. To understand the future impacts of drought risks, we conduct climate scenario analyses covering different time horizons, using science-based data sources. In particular, Intergovernmental Panel on Climate Change (IPCC) climate projections and data from the World Resources Institute (WRI) Aqueduct Water Risk Atlas are used to assess current and future water stress levels in the regions where we operate.

According to the WRI Aqueduct Water Risk Atlas, 88% of our operational locations are classified under extremely high water stress, and 40% fall under moderate-to-high drought risk. This highlights water management as a priority environmental issue for our operations and underscores the need to strengthen water efficiency, recovery practices, and alternative water source usage.

Our risk assessments are not limited to our own operations but extend across the value chain. The regions where our raw material suppliers operate are analyzed using Aqueduct data, and it has been determined that approximately 77% of our suppliers operate in areas with extremely high water stress. Accordingly, alternative sourcing options are regularly evaluated for suppliers located in high-risk water regions.

Based on these assessments, we approach our water management strategies from the perspective of climate resilience. In our operations, we aim to promote practices that enhance water efficiency, expand the use of alternative water sources, and continuously improve our capacity to adapt to drought risks.

“Compared to the 2022 baseline year, we aim to reduce specific water consumption in our Batiçim consolidated operations by approximately **15%** by 2035 and by approximately **30%** by 2053.”

“In our Batisöke operations, the goal is to reduce specific water consumption by approximately **45%** by 2035 and by over **50%** by 2053.”

RESPECTING THE PLANET

WATER MANAGEMENT

Internal Pricing

To integrate increasing physical water risks into financial and operational decision-making, we apply an internal water pricing approach. In this framework, the economic value of water is calculated not only based on procurement costs but also through a holistic assessment of operational expenditures, water efficiency, infrastructure investments, and direct and indirect costs associated with water and wastewater management.

The calculated total water costs are analyzed using WRI Aqueduct Water Risk Atlas data to reflect the physical water risk levels in the basins where we operate. Facilities are graded on a scale from 1 (low risk) to 5 (very high risk). These risk coefficients are integrated into the internal pricing calculations, making the risk-based cost of water visible.

Accordingly, for 2025, the internal water price has been calculated as:

- **Batıçim: 22.82 – 114.12 TRY/m³**
- **Batisöke 14.85 – 74.24 TRY/m³**

Through this approach, water is treated not merely as an operational cost but as a strategic, risk-managed resource, enabling the prioritization of water efficiency projects and investments that yield savings.

Good Practices

Water Recovery practices are a key component of our circular resource management approach. At Batibeton facilities, wastewater recycling systems allow water from pumps, transit mixers, and site washing activities to be reused in production processes. Over the past three years, a total of **273,769 tons of wastewater has been recycled**, directly contributing to reducing operational water withdrawals and improving water intensity performance.

- Efficiency-focused process optimization activities also play a significant role in enhancing our water management performance. At the Batisöke facility, process improvements in the vertical cement mill reduced water consumption per unit of product **by approximately 40%**, resulting in significant improvements in water intensity indicators.

RESPECTING THE PLANET

BIODIVERSITY

According to the Global Risks Report published by the World Economic Forum, biodiversity loss is among the most significant global risks for the next decade, ranking second in 2025. This underscores that ecosystem conservation and biodiversity preservation are critical not only for environmental but also for economic sustainability.

Within this context, Batı Anadolu Group of Companies monitors the impacts of its operations on natural ecosystems and implements biodiversity conservation practices in accordance with regulatory requirements and best practice principles.

“ In 2025, no negative impacts on biodiversity were observed as a result of Batı Anadolu Group of Companies' operations. ”

At sites where mining and raw material procurement activities are conducted, we continue rehabilitation efforts to reduce environmental impacts. After limestone quarry operations are completed, sites are reshaped according to natural topography and restored for agricultural and forestry potential, reintegrating them into nature. Rehabilitation works at quarry and operational sites are carried out continuously in line with commitments made to relevant public authorities.

Although our operational areas do not include national parks, protected areas, or sensitive ecosystems with high biodiversity value, all investments are assessed within Environmental Impact Assessment (EIA) processes, and potential impacts on ecosystems are managed through preventive and mitigative measures. When operations are near protected areas or sensitive ecosystems, protective measures are prioritized.

To manage biodiversity impacts in our mining activities more effectively, we plan to establish 3 biodiversity management plans by 2053. Our operations and raw material procurement sites are managed with an ecosystem-focused approach, integrating biodiversity preservation into operational processes. Practices are continuously improved in line with current legislation, compliance obligations, and best practices.

Through this approach, we aim to contribute to the protection of natural life, minimize the environmental impacts of our operations, and support the sustainability of ecosystems.

“ In 2025, a total of 1.85 hectares of land was rehabilitated. The target is to expand the rehabilitated area to 8 hectares by 2035 and 30 hectares by 2053. ”

”

07

Transformation

“ We focus on continuous improvement and holistic transformation in accordance with our corporate objectives. ”



We are One
Transforming Together

TRANSFORMATION

SUSTAINABLE SUPPLY CHAIN

At the Batı Anadolu Group of Companies, we manage our supply chain with a sustainability-focused approach, taking into account environmental, social, and governance (ESG) responsibilities at every stage of the value chain. We consider our suppliers not merely as service providers but as partners in shared value creation, aiming to jointly develop a sustainable and responsible business culture.

Sustainable Procurement and Responsible Purchasing Policy

In order to establish a systematic sustainability approach within our value chain, the Sustainable Procurement and Responsible Purchasing Policy is implemented. Under this policy, the following principles are prioritized:

- Compliance with laws and regulations
- Occupational Health and Safety
- Employee Rights and Social Security
- Respect for Human Rights
- Prevention of Forced and Child Labour
- Prevention of Discrimination and Harassment
- Fair Wages and Working Hours
- Safe and Healthy Working Conditions
- Regular and Registered Employment
- Traceability and Accountability in the Supply Chain
- Environmental Responsibility and Sustainability

“Transforming Together with Our Stakeholders in Supply Chain Management”



In this context, the Batı Anadolu Group of Companies considers the establishment of honest, fair, and transparent relationships with its suppliers, compliance with business ethics standards, contributions to environmental sustainability goals, and diversity and inclusion to be fundamental elements of its supplier selection and management processes.

The Batı Anadolu Group of Companies Sustainable Procurement and Responsible Purchasing Policy can be accessed via the following link:



TRANSFORMATION

SUSTAINABLE SUPPLY CHAIN

Sustainability-Focused Procurement and Supplier Evaluation Processes

Sustainability criteria have been strengthened in our procurement processes, and ESG criteria have been integrated into the supplier evaluation structure.

Within this scope:

- **Suppliers holding international management system certifications such as ISO 9001, ISO 14001, ISO 45001, and ISO 50001 receive additional scoring in the evaluation process.**
- **Environmental, social, and governance criteria have been incorporated into the approved supplier pre-assessment processes.**

Suppliers are informed at the contract stage regarding their obligations related to occupational health and safety, environmental management, and all relevant legal requirements, and compliance with these obligations is regularly monitored and evaluated by the relevant departments.

While the Batı Anadolu Group of Companies conducts its production activities in line with environmental sustainability principles, it aims to extend this approach beyond its own operations to the entire supply chain. Accordingly, environmental criteria are considered in the approved supplier selection and evaluation processes.

To improve environmental performance within the supply chain, **44%** of our approved suppliers are certified in accordance with the ISO 14001 Environmental Management System standard, and efforts are ongoing to increase this certification rate. In addition,

our suppliers' environmental performance is regularly monitored, and their compliance with sustainability criteria is followed through periodic evaluations.

In this context, a continuous improvement approach is adopted throughout the supply chain in order to reduce environmental impacts, ensure efficient resource use, and support the circular economy.

Supplier Performance Management and Audits

To monitor our suppliers' quality, environmental, occupational health and safety, and sustainability performance, **Supplier Performance Evaluations** are conducted on a **quarterly basis**.

For suppliers whose performance falls below expectations:

- First, a warning and a structured improvement process are initiated.
- If the expected improvements are not achieved, necessary administrative and commercial actions, including contract termination, are implemented.

Supply Performance	2023	2024	2025
Number of Suppliers	2,165	2,495	2,761
Raw Material Suppliers - Assessed	353	317	427
Permanent Suppliers - Assessed	757	756	791
Temporary Suppliers - Assessed	54	38	10
Total Number of Suppliers Assessed	1,164	1,111	1,228
Number of Suppliers Assessed According to Environmental Criteria	1,164	1,111	1,228
Number of Suppliers Assessed According to Social Criteria	1,164	1,111	1,228

TRANSFORMATION





SUSTAINABLE SUPPLY CHAIN

Sustainability-Focused Procurement and Supplier Evaluation Processes

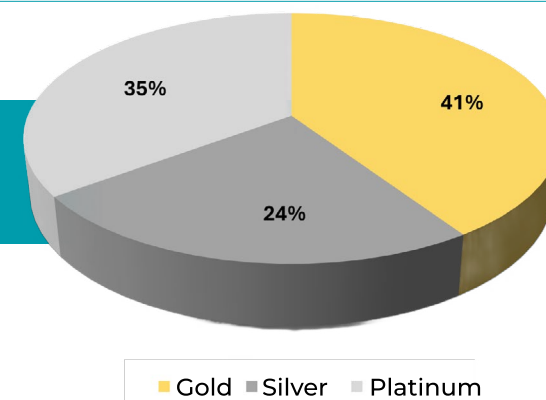
Supplier Performance Management and Audits

Our supplier audit processes were revised in 2025 and transitioned to a digital environment. Through audit forms incorporating environmental and social sustainability criteria, a more effective and transparent monitoring mechanism has been established. This has enabled more detailed analysis of supplier performance and the implementation of a supplier rating system.

Within the scope of the new rating structure, suppliers are classified into the following categories:

-  **Platinum:** Companies that meet the majority of sustainability criteria (Prioritized for long-term partnerships and joint projects.)
-  **Gold:** Companies with good sustainability performance but with areas requiring improvement (Supported through continuous improvement plans.)
-  **Silver:** Companies that meet basic sustainability requirements to a limited extent (Subject to comprehensive development plans and monitoring processes.)
-  **Bronze:** Companies with insufficient compliance with sustainability criteria (Business relationships may be reviewed.)

In 2025, audits were conducted for 91 suppliers, and the rating results are presented below.



Digital Supplier Management and Data-Driven Approach

In order to increase transparency and efficiency in supplier management, an Approved Supplier Platform was established, and approved suppliers signed the Supplier Code of Conduct Commitment.

The Supplier Code of Conduct Commitment covers:

- Compliance with applicable laws and ethical principles
- Protection of occupational health and safety and employee rights
- Respect for human rights, including the prevention of forced labor, child labor, and discrimination
- Ensuring safe, hygienic, and fair working conditions
- Traceability in production and service processes and control of subcontractors
- Compliance with environmental regulations and reduction of environmental impacts
- Confidentiality, information security, and protection of personal data
- A zero-tolerance approach to corruption and bribery
- Implementation of necessary sanctions in cases of audit findings, monitoring results, or non-compliance

Within the scope of the **Sustainable Suppliers Project**, launched in 2025, a comprehensive data collection process was implemented to measure the sustainability performance of supplier companies. The

Supplier Sustainability/Climate Survey, developed for this purpose, provides information on topics such as carbon emissions (Scopes 1, 2, and 3), water consumption, waste management, occupational health and safety, human rights, social compliance, sustainability reporting, and other related indicators. Survey results were scored separately under Climate and Sustainability criteria and suppliers were classified according to their sustainability performance as Platinum, Gold, Silver, or Bronze. Each supplier received its performance results and feedback report. **In 2025, a total of 45 suppliers completed the survey** and contributed to the process. Participation is planned to be increased in the coming years in order to obtain more comprehensive and comparable data across the supply chain. Through this initiative, the goal is to establish a holistic supply chain management model that is measurable, comparable, and aligned with sustainability criteria.

In 2025, within the scope of the **Strategic Stakeholder Management Project**, efforts were also focused on improving the management and monitoring systems of permanent subcontractor companies and their employees. The objective of the project is to ensure that the processes of subcontractor companies operating within the Batı Anadolu Group of Companies are conducted in digital environments in compliance with legal requirements. In this context, all subcontractors have been registered in the system, the infrastructure work has been completed, and the goal is to manage subcontractors through this system by 2026.

TRANSFORMATION

SUSTAINABLE SUPPLY CHAIN

Sustainability-Focused Procurement and Supplier Evaluation Processes

Continuous Development

“ **At the Batı Anadolu Group of Companies, our sustainable supply chain approach is founded on the principle of continuous development.** ”

In this context, we prioritize not only the development of our own employees but also the knowledge, awareness, and competencies of our suppliers and subcontractors, who are integral parts of our value chain.

Comprehensive training programs were conducted for all subcontractor employees working at our cement plants in coordination with the Legal Directorate and the Occupational Health, Safety and Environment Directorate. These trainings covered topics such as occupational health and safety, environmental management, anti-bribery and anti-corruption, business ethics, and human rights. In total, **1,510 person*hours of Sustainability Training** were delivered. Through these initiatives, we aim to increase regulatory compliance in subcontractor processes, strengthen the culture of safe working, and promote ethical business practices throughout the supply chain.

Our continuous development approach is not limited to operational processes but also includes closely following sectoral knowledge and best practices. In this context, our procurement team participated in the “Sustainable and Green Procurement Training in the Cement Sector” organized by TÜRKÇİMENTO. The training strengthened competencies related to sustainable procurement, reduction of environmental impacts, resource efficiency, and green purchasing practices, and it is aimed that the knowledge gained will be reflected in our procurement processes.

The training strengthened competencies related to sustainable procurement, reduction of environmental impacts, resource efficiency, and green purchasing practices, and it is aimed that the knowledge gained will be reflected in our procurement processes.

Through these initiatives, the Batı Anadolu Group of Companies supports the dissemination of environmental, social, and ethical standards throughout the supply chain, aiming to build a community that learns, develops, and creates sustainable value together with its stakeholders.

With its policies supporting local suppliers, the Batı Anadolu Group of Companies continues to create economic value in all regions where it operates.



“ **As of 2025, 98% of our supplier portfolio consists of local suppliers.** ”

TRANSFORMATION

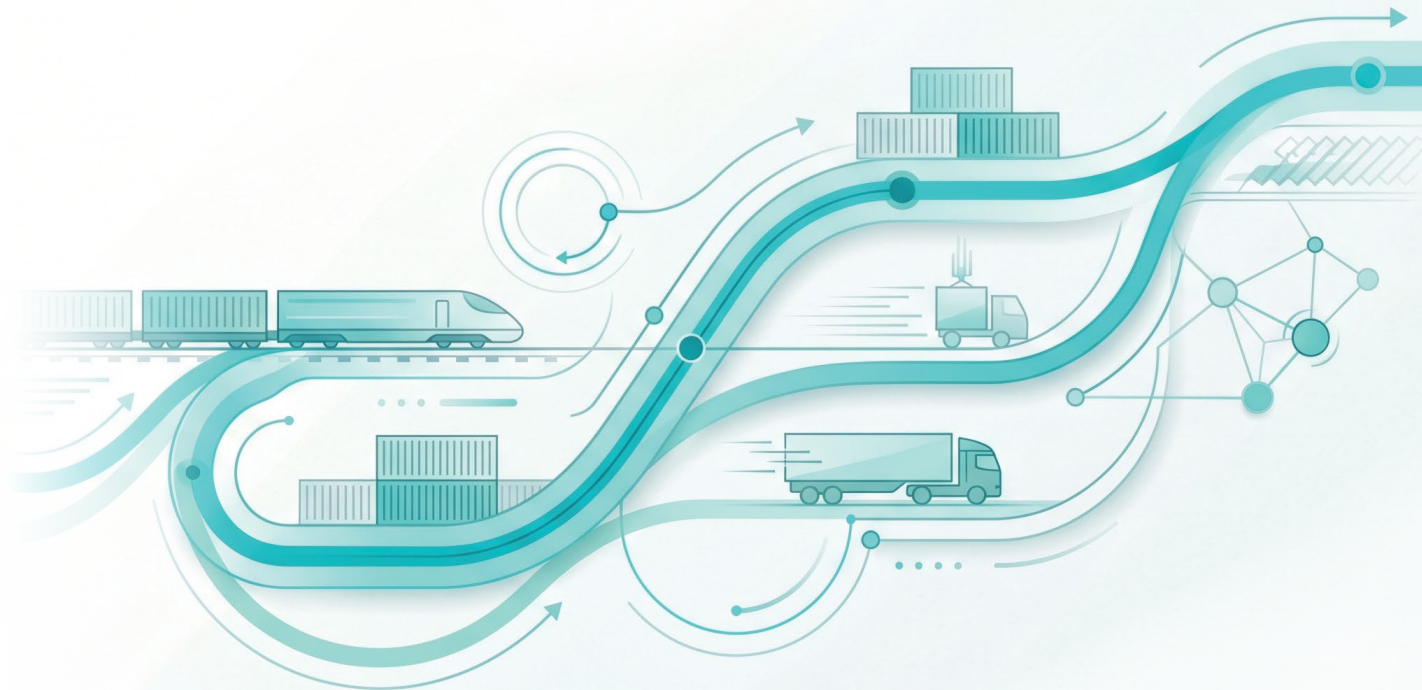
SUSTAINABLE SUPPLY CHAIN

Sustainable Logistics

At the Batı Anadolu Group of Companies, we place great importance on environmental sustainability in our logistics operations and aim to transform transportation activities—an important component of our supply chain—into a more efficient, environmentally responsible, and low-carbon structure. Accordingly, we work in close cooperation with our logistics suppliers to encourage technological transformation and the adoption of environmentally friendly practices.

Within this scope, following joint efforts with our suppliers since 2023, the use of aluminum trailers has been introduced. Thanks to their lighter body structure, logistics efficiency has been improved with the same fuel consumption. **As of 2025, the share of aluminum trailer usage has reached 70%.** This initiative has become an important improvement area supporting both the environmental and operational efficiency of our logistics operations. The Batı Anadolu Group of Companies also aims to continue cooperation with suppliers in the coming period to support the renewal of fleets and equipment.

In order to improve the environmental performance of the vehicle fleet, efforts to renew the vehicles used for bulk cement transportation are ongoing. As of 2025, the share of new-generation Euro 6 engine vehicles in the fleet **has exceeded 70%.** With the increase in the proportion of renewed vehicles, CO_x emissions **have been reduced by 72%.**



Environmental challenges and global climate change require the transportation sector to adopt more sustainable and low-emission solutions. In line with our sustainable transportation approach, we are working to increase the share of rail transport in order to reduce the environmental impacts of road transportation. Thanks to the 700-meter-long double-track railway connection at the Batisöke plant, rail transportation is used more efficiently and systematically.

As a result, approximately 450,000 tons of cargo were transported by rail in 2025, leading to reduced transportation costs and a 61% reduction in emissions.

Through these improvements in logistics processes and the wider adoption of environmentally friendly technologies, the Batı Anadolu Group of Companies continues its efforts to increase operational efficiency while reducing Scope 3 emissions.

TRANSFORMATION

SUSTAINABLE SUPPLY CHAIN

Sustainable Logistics

Continuous Development

As the Batı Anadolu Group of Companies, we aim to continuously improve our logistics and supply chain processes along the axes of environmental sustainability, operational efficiency, and digitalization. In this context, collaborations with our logistics suppliers focus on enhancing environmental performance, improving processes, and strengthening traceability.

In 2025, the preparation process for the **Green Logistics Certificate** application was completed for one of the transportation service providers, and the certificate is targeted to be obtained in 2026. This initiative aims to certify the environmental performance of our logistics suppliers and promote sustainable transportation practices.

To ensure continuous development in the logistics supply chain, Business Development Meetings were organized with all logistics suppliers. The meetings aim to improve business processes, increase operational efficiency, conduct root cause analyses of encountered problems, and identify and prevent potential risks in processes at an early stage.

As part of efforts to digitize logistics processes, shipment tracking procedures that were previously carried out manually have been migrated to a digital system. This transformation has enhanced our ability to take swift action, reduced reliance on manual



processes in data flow, enabled the direct transmission of customer order information to carriers, and made shipping processes fully traceable from start to finish. Through our digital infrastructure, we aim to increase transparency, control, and operational continuity in our logistics operations.

Accordingly, we prioritize improving the knowledge, awareness, and competencies not only of our own employees but also of our suppliers and subcontractors, who are an integral part of our value chain.

TRANSFORMATION

R&D

At the Batı Anadolu Group of Companies, we conduct our R&D and innovation activities with the aim of developing solutions that contribute to our sustainable transformation goals and reduce our environmental impact.

Within this scope, the ideas and suggestions generated through the **“ÜRGE Kafası”** project conducted in 2024 were evaluated, and four R&D projects were implemented.

In 2025, a total of seven projects were carried out under the **Bati-R&D** project portfolio following a structured R&D methodology. Laboratory- and plant-scale validation studies were conducted on themes such as alternative raw material use and new product development. Four of these projects directly contribute to the reduction of carbon emissions.

The knowledge and experience gained during the 2024–2025 period strengthened our capability to develop solutions for technical uncertainties, address increasing technical validation needs, and support scalable development requirements. Accordingly, in 2025, a strategic decision was taken to establish an R&D Center, and an R&D Department was formed within the organizational structure. The R&D Center application process, planned for 2026, aims to institutionalize corporate capabilities, strengthen collaborations, and support the vision of becoming a technology-developing center in the cement industry.

Within this framework, the low-carbon-footprint cement development studies carried out in 2025 laid the foundation for the development of a new product family. In addition, under a university–industry collaboration project, an innovative technology has been developed for carbon capture and the conversion of captured carbon into value-added products.

In 2026, it is planned to complete laboratory-scale validation of this technology and initiate on-site trials at industrial facilities.

To disseminate the outputs of R&D activities, intellectual property applications and knowledge-sharing activities at academic and sectoral events will be carried out in 2026. Furthermore, Project Management Training Programs have been launched to strengthen the impact of R&D activities on corporate transformation and to foster a project culture across the organization. Through these programs, a multidisciplinary team of 25 employees is being involved in sustainable innovation processes.

In 2026, we are strengthening our institutional structure by establishing an R&D Directorate. We aim to reach at least 15 R&D personnel, achieve a **50% female employee ratio**, and increase the proportion of postgraduate-qualified employees to 40%.

2026 Priorities

- Establishment of a new center and technical laboratory infrastructure dedicated to R&D activities
- Expansion of the project portfolio focused on low-carbon production and resource efficiency
- Increasing knowledge generation capacity through strong university collaborations
- Development of qualified and inclusive R&D employment

“
As the Batı Anadolu Group of Companies, we position our R&D activities as the driving force behind innovative solutions that contribute to combating climate change, increase resource efficiency, and create sustainable value in the sector.
 ”

As of 2026, R&D activities have been structured around three main focus areas aligned with the company’s core strategies:

- **Sustainable Product and Material Development:** Developing products with a lower environmental footprint
- **Process, Energy and Carbon Technologies:** Energy-efficient production, carbon reduction, and carbon capture technologies
- **Digitalization and Process Automation:** Digital solutions and data-based applications supporting sustainable transformation

TRANSFORMATION

SUSTAINABLE FINANCE

The Batı Anadolu Group of Companies reflects its sustainability approach not only in its operational processes but also in its financing and treasury management practices.

The Group closely follows international regulations and best practice frameworks in sustainable finance, including developments under the European Union Taxonomy, the EU's sustainable finance classification system. In investment and financing processes, particular attention is given to strengthening alignment with environmental objectives such as climate change mitigation, energy efficiency, and resource efficiency. Sustainability principles are taken into consideration in financing investments that generate environmental and economic value, and a treasury management approach that supports long-term value creation while considering financial risks is implemented.

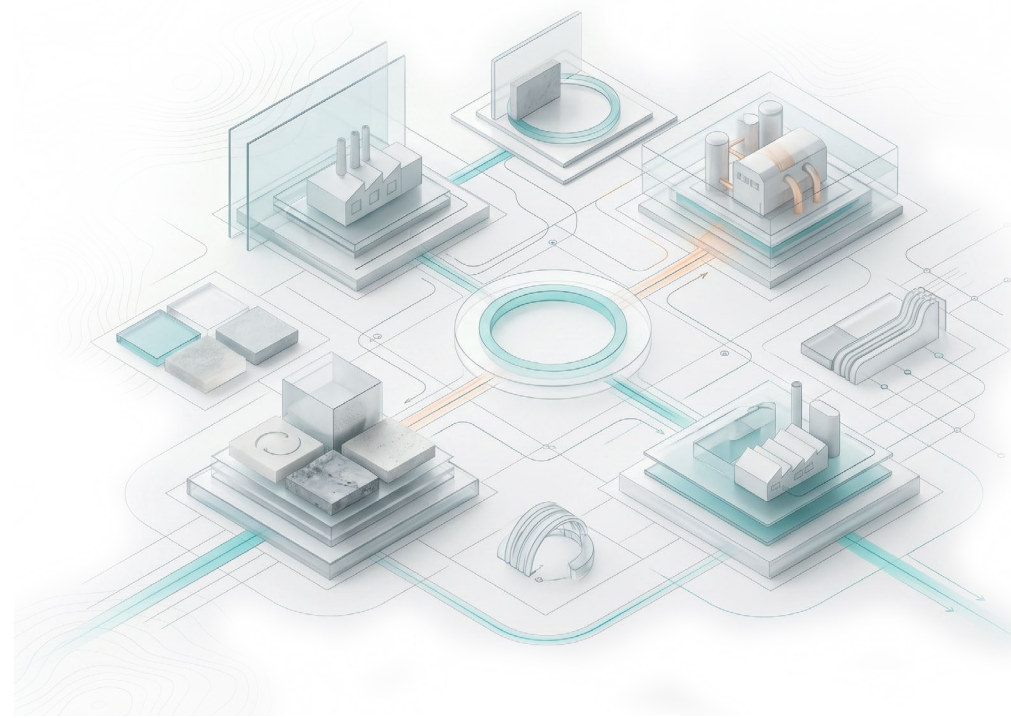
Investments such as the Waste Heat Recovery Plant and the Refuse-Derived Fuel (RDF) Preparation Facility, aimed at improving energy efficiency and advancing circular economy practices, constitute key components of our sustainable production approach. Through these investments, the more efficient use of energy resources is supported, while contributing to the reduction of environmental impacts and greenhouse gas emissions. For the financing of these investments, it is planned to utilize a **14.7 million USD** loan within the scope of sustainable financing mechanisms that support projects aligned with sustainable development goals. The

“ **The Batı Anadolu Group of Companies aims to support not only current performance but also long-term economic, environmental, and social value creation through sustainable finance practices.** ”

financing structure has been designed by taking into account the cash flows and payback periods of the projects, thereby helping to preserve financial flexibility and support long-term financial sustainability.

Within the scope of our sustainability roadmap, we aim to diversify our portfolio through investments in sustainability-themed funds, alongside strategic initiatives such as sustainability index allocations and green bond issuances. Notably, green investments currently constitute approximately 90% of our total ongoing investment portfolio.

From a social sustainability perspective, the Group benefited from a Multilateral Investment Guarantee Agency (MIGA)-guaranteed loan facility in 2024 and 2025, which supports enterprises promoting women's participation in economic life.



This financing contributes to strengthening practices that encourage women's employment and equal opportunities, while supporting an inclusive growth approach.

Treasury management is carried out within the framework of cash flow projections, investment payback periods, and financial risk assessments. Liquidity, debt maturity structure, and interest rate risks are regularly monitored, and these evaluations are integrated into decision-making processes. In this way, a balanced structure is maintained between environmental and social objectives and financial stability.

Through its sustainable finance practices, the Batı Anadolu Group of Companies aims to support not only its current performance but also the creation of long-term economic, environmental, and social value.

TRANSFORMATION

DIGITALIZATION

At the Batı Anadolu Group of Companies, digitalization is addressed as a holistic transformation area that simplifies business processes, strengthens decision-making mechanisms, and increases agility across the organization. This approach aims not only to implement technological solutions but also to embed a data-driven management culture as an integral part of the corporate culture.

Through digital applications, speed, accuracy, and traceability in operational processes are enhanced, while supporting more efficient use of resources and reinforcing a business model aligned with our sustainability objectives. The digital solutions implemented across the Group increase efficiency in internal processes while also enabling a more transparent and integrated structure in our interactions with stakeholders.

For the Batı Anadolu Group of Companies, digital transformation serves not only as a means of adapting to the changing business environment but also as a strategic lever that supports long-term goals and enables the creation of sustainable value. In this respect, digitalization helps us manage today's operations more effectively while preparing us for the future ways of doing business.

In line with this approach, a **Digital and Corporate Transformation Committee** was established in 2025, reporting to the Board of Directors. The Committee has been structured to

ensure that digitalization and corporate transformation initiatives are addressed across the company in a holistic, consistent, and sustainable framework.

The purpose of the Digital and Corporate Transformation Committee is to oversee initiatives covering digitalization, corporate transformation, and the standardization of business practices within the Batı Anadolu Group of Companies. It also aims to support the development of efficiency and control mechanisms enabled by digitalization and to enhance the effectiveness of governance, reporting, and decision-making processes.

Within this framework, the Committee ensures that all transformation initiatives are planned in alignment with the Group's strategy, prioritized, and monitored in a structured manner. By overseeing the effectiveness of implementation, it provides guidance to both the Board of Directors and the Executive Committee. Through this structure, digital and corporate transformation activities are intended to be managed not merely as operational improvements but under a strategic framework that supports long-term value creation.

“ Data-driven decision-making, agile processes, and sustainable value creation ”

Digital and Corporate Transformation Committee 2026 Roadmap

Under the coordination of the Committee, the implementation of integrated digital projects covering finance, human resources, occupational health and safety, maintenance, production, and ready-mix concrete operations is planned as of 2026. These projects have been designed to support data-driven decision-making, operational efficiency, workplace safety, and governance objectives.



FinConnect (Finance): To manage cost management, cash flow, budgeting, and financial reporting within a holistic framework, integrated implementation of projects related to cost structures, chart of accounts, cash flow management, budgeting, and reporting is planned.



NextGen Workforce (OHS & Human Resources):

Digital platforms are planned to enable the monitoring of workforce management, occupational health and safety processes, and competency development. These initiatives include employee tracking systems, field monitoring and inspection tools, documentation approval workflows, digital archiving, and AI-supported HR applications.



InnoVare (Maintenance Management): To manage maintenance activities through data analytics and centralized monitoring, projects will be implemented covering digitalization of field data, centralized dashboards, work order management systems, performance tracking, maintenance and investment planning, and AI integration.



Perform X (Production): To enhance efficiency, quality, and occupational safety in production processes, initiatives including process monitoring and optimization, loss analyses, maintenance planning, and digital production management applications will be implemented.



SmartMix (Concrete): To support end-to-end digitalization in ready-mix concrete operations, projects covering monitoring and inspection systems, operational applications, training and competency development, reporting systems, and AI-supported decision-making mechanisms are planned to be implemented gradually.

TRANSFORMATION

DIGITALIZATION

Governance-Focused Digitalization

To strengthen the organization's digital capabilities, a structured framework has been established based on the technology–people–process triangle.

Digital Maturity Analysis

Digital maturity assessments have been completed to measure the Group's current level of digital capability and to develop a transformation roadmap aligned with long-term objectives. These analyses provide concrete and measurable data supporting digitalization priorities for the 2035–2053 period.

Learning Organization and RPA

Through the Learning Organization Team, established with a focus on Robotic Process Automation (RPA), the company's culture of continuous improvement has been strengthened with digital competencies. Within this framework, efforts are focused on reducing manual workload, standardizing processes, and increasing operational efficiency.

Policy and Decision Tracking

By redesigning regulation and policy development processes, mechanisms for the tracking and communication of Board of Directors decisions have been fully transferred to a digital environment. This transformation strengthens transparency, traceability, and accountability in corporate governance processes.

Environment-Focused Digitalization

EKSEN Project (ESG Carbon Sustainability Integration)

As the Batı Anadolu Group of Companies, we implemented the EKSEN Project to strengthen our environmental sustainability objectives through digital infrastructure. Through this project, we aim to integrate ESG (Environmental, Social, and Governance)–based sustainability targets with carbon emissions and carbon taxation mechanisms. EKSEN covers system integration, user training, carbon tax risk projections, data integration, and verification processes. Through these efforts, historical data are updated and a reliable, traceable, and accurate data management infrastructure supporting sustainability targets has been established.

Resource and Waste Management

Digital applications have been introduced in energy and waste management processes to enhance resource efficiency and traceability. Automatic transfer of energy (electricity) consumption data has been enabled, while waste sample analyses, disposal processes, and related invoices can now be tracked through the system.

Within this scope, waste invoice templates have been standardized, the automation of disposal invoices has been implemented, and environmental data has been brought under digital control to support the effective monitoring of environmental performance.

TRANSFORMATION

DIGITALIZATION

Operations-Focused Digitalization

RPA and Smart Financial Operations

To reduce the margin of error in financial processes and increase transaction speed, RPA-based automation solutions have been implemented. Entries related to checks, receivables, and miscellaneous payment records are automatically generated in ERP systems through RPA robots. In addition, end-of-day bank balance checks and the automatic transfer of bank collection transactions into the system have strengthened financial visibility and control mechanisms.

Within the scope of e-document transformation, the digital delivery of collection receipts and the development of e-archive XML templates have reduced the need for physical archiving and paper consumption.

Industry 4.0 and Operational Excellence

Forecasting and Analytics

Data obtained from production sites are transformed into decision-support mechanisms, improving operational efficiency. Through 28-day strength prediction programs developed for cement mills and the digital transfer of concrete quality test results, raw material usage is optimized.

Maintenance Management

Maintenance processes have been digitalized by managing kiln line, cooling, and cyclone control forms via tablets. This transformation has enabled predictive and preventive maintenance practices to be implemented in a more proactive manner.

Logistics Automation

Logistics processes have been digitalized through the issuance of belt loading delivery notes via the ERP system and the integration of weighbridge measurement projects into the system infrastructure. These improvements have strengthened the accuracy and reliability of supply chain data.

Asset Management

Within the scope of the Zim 360 project, systematic tracking of company assets based on employees has been implemented, aiming to increase transparency and traceability in inventory management. The project will continue in 2026.

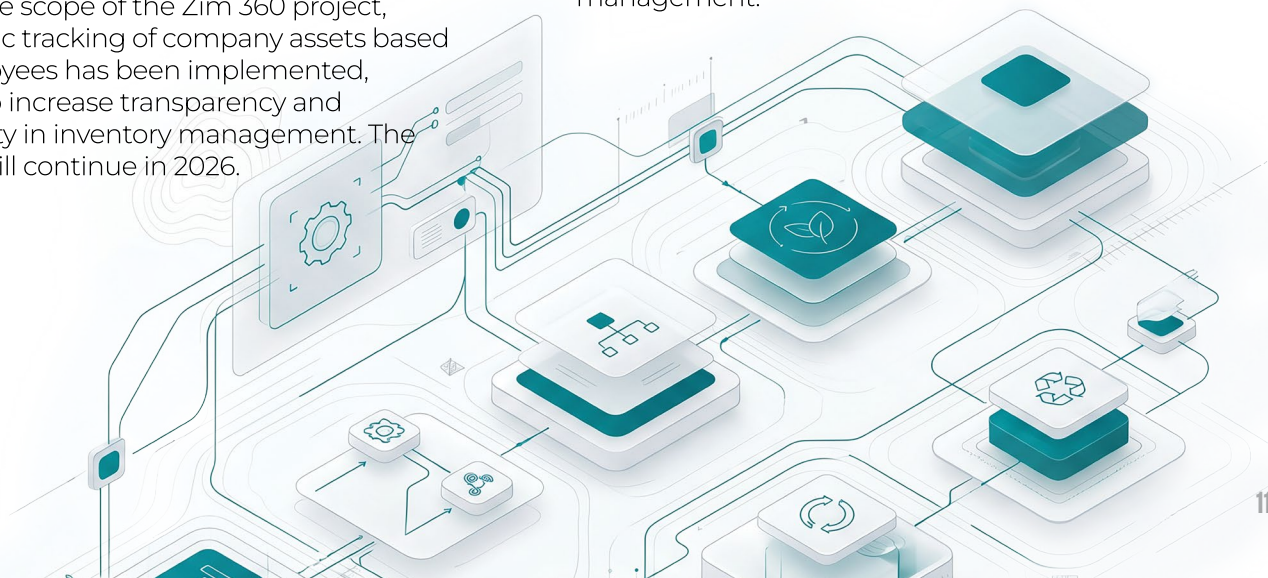
Social-Focused Digitalization

Occupational Health and Safety

In line with the “people first” approach, occupational health and safety (OHS) processes have been supported through digital tools. Through the digital monitoring of OHS scorecard applications, safety tour action plans, and subcontractor field surveys, risks are effectively tracked and preventive actions are implemented in a timely manner.

Employee Experience and Engagement

To enhance employee engagement and satisfaction, employee orientation surveys, suggestion systems, and open position application processes have been digitalized. These applications have enabled the establishment of a transparent, accessible, and participatory structure for career and feedback management.



TRANSFORMATION

INFORMATION SECURITY

As the Batı Anadolu Group of Companies, we consider the protection of information assets as a key element of corporate governance in a business environment where digitalization is rapidly accelerating. We position information security not only as a technical requirement but also as a critical factor for operational continuity, stakeholder trust, and the protection of corporate reputation.

While digital transformation processes continue to progress rapidly across the Group, data security is managed through a holistic approach. Within this framework, our objective is to establish and maintain a secure digital infrastructure that supports business processes while ensuring the confidentiality, integrity, and availability of information assets. Our information security approach is supported by policies and procedures defined within the framework of centralized information systems management.

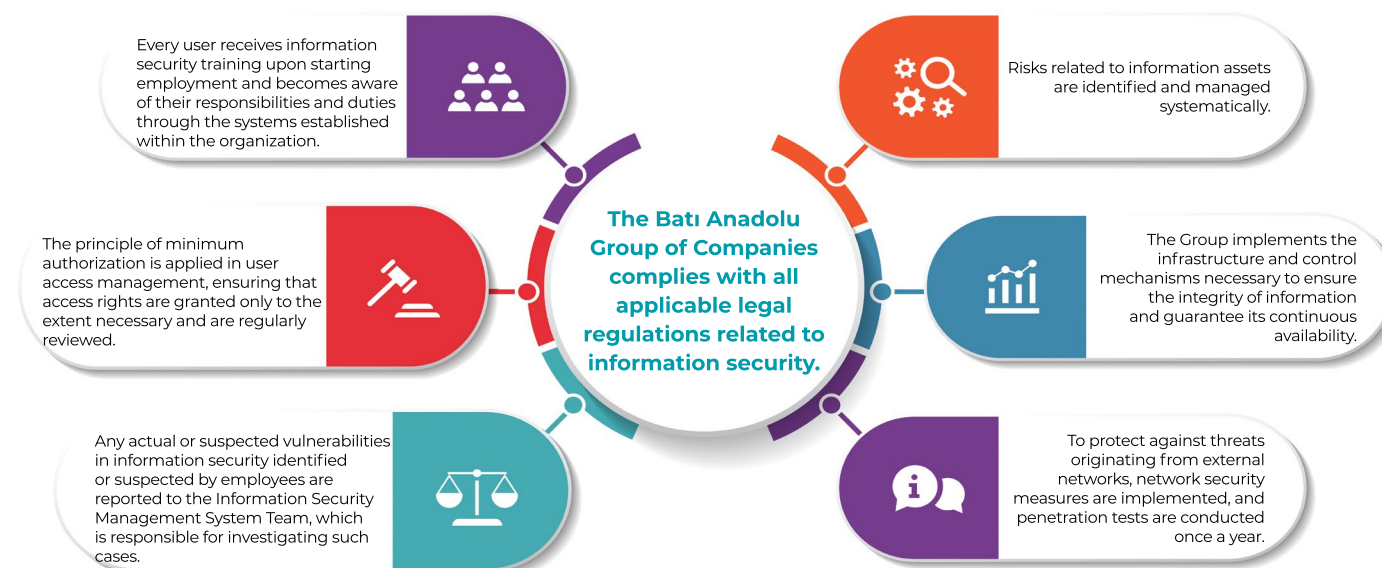
The Batı Anadolu Group of Companies aims to go beyond obligations arising from national legislation by structuring its information security strategies and policies in accordance with the **ISO 27001 Information Security Management System standard**. In this context, Batıçim has held the ISO 27001 Information Security Management System certification since 2021, and surveillance and recertification audits under the certification scope are regularly completed.

Within the framework of the TS ISO 27001:2022 Information Security Management System, priority areas include:

- **Establishing, updating, and monitoring the effectiveness of control mechanisms to ensure the confidentiality, integrity, and availability of information assets**
- **Managing all units using information systems, as well as third-party users, service providers, software vendors, and hardware suppliers in line with information security requirements**

Information security practices are supported through risk assessments, internal audits, and continuous improvement activities, and are regularly reviewed in line with technological developments and the evolving threat landscape. Through this approach, the Group aims to strengthen information security awareness across the organization and promote a secure digital working culture.

The Batı Anadolu Group of Companies Information Security Policy can be accessed via the following link:



TRANSFORMATION

INFORMATION SECURITY

“ We recognize that the sustainability of information security depends not only on technical infrastructure but also on a strong corporate culture. ”

Accordingly, we aim to raise data security awareness among all employees and promote a shared sense of responsibility at every level of the organization. Information security is not treated solely as the responsibility of information technology units; rather, it is addressed as a governance area integrated into the daily operations of the entire organization.

Within this framework, regular training and awareness programs are conducted to support employees in avoiding behaviors that may create security risks in digital environments. Topics such as cybersecurity threats, protection of information assets, and secure processing of personal data constitute the main focus areas of these training programs. **In 2025, 109 employees received information security awareness training.** Through these trainings, the development of secure digital working habits and the early prevention of potential risks are targeted.

Within the scope of personal data protection, processes related to the processing of personal data belonging to employees, customers, and other stakeholders are managed in accordance with applicable legislation and corporate policies.

In order to inform data subjects whose personal data are processed, the following documents have been prepared and publicly disclosed:

- Personal Data Protection and Privacy Policy
- Personal Data Processing Information Notice
- Cookie Policy regarding data processed through the corporate website

These documents provide detailed explanations regarding personal data processing processes, purposes of data processing, legal bases, and the rights of data subjects, covering personal data processed or potentially processed by the Batı Anadolu Group of Companies and its business partners.

The Batı Anadolu Group of Companies **Personal Data Protection and Privacy Policy** can be accessed via the following link:



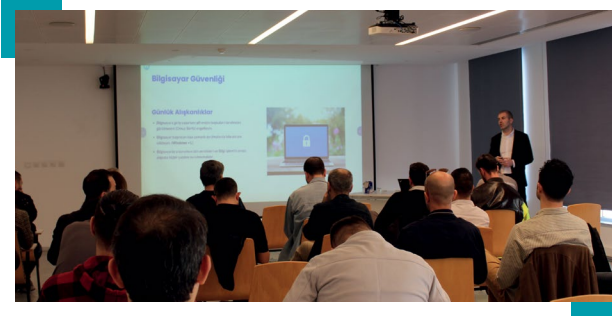
In 2025, 149 employees received training on the Law on the Protection of Personal Data (LPPD) in order to increase awareness regarding personal data protection and strengthen compliance with legislation.

Furthermore, no legal complaints related to information security or personal data protection were received from stakeholders, and no personal data or information security breaches were identified.

Information security practices are supported by risk assessments, internal audits, and continuous improvement activities, and are regularly reviewed in line with technological advancements and the evolving

threat landscape. This approach aims to strengthen information security awareness across the Group and promote a secure digital work culture.

Batı Anadolu Group of Companies Information Security Policy is available via the link below.



TRANSFORMATION

INFORMATION SECURITY

Systems, Network and Cybersecurity

Every digital step we take today forms part of our effort to build a sustainable organization for the future. From fiber optic networks extending deep into our factories, to NAC and MFA systems that meticulously monitor each data packet; from smart monitoring solutions ensuring physical security, to SOC/SIEM operations that continuously maintain the resilience of our systems, we have established a comprehensive cycle of security and efficiency.

The Batı Anadolu Group of Companies adopts a holistic approach to system, network, and cybersecurity infrastructure in order to protect information assets and ensure operational continuity, implementing preventive, monitoring, and corrective controls together.

Within this scope:

Identity and Access Security



The Network Access Control (NAC) – SmartCheck system has been implemented to ensure the secure management of network access in alignment with authentication and security policies. This structure, designed to control authorization and dynamic segmentation processes, provides end-to-end monitored network security, and efforts to further expand the system are planned to continue in 2026.



To reduce identity-based cyber risks, Multi-Factor Authentication (MFA) applications are considered one of the core components of the digital transformation and security roadmap. In this context, the widespread adoption of MFA across all corporate accounts by the end of 2026 is targeted.



To strengthen endpoint security within the organization, the Local Administrator Password Solution (LAPS) has been implemented to ensure the secure management of local administrator accounts, thereby aiming to reduce the risk of unauthorized lateral movement within the network.

Network and Infrastructure Security



The currency and performance of critical server infrastructures are addressed as an integral part of business continuity plans, and version upgrades and modernization efforts are completed in a structured and planned manner.



In order to support the digitalization of production processes, the Uninterrupted Network Project was implemented to strengthen the communication infrastructure at the plant. With this project, it is planned to expand the infrastructure that supports high-speed data transfer and uninterrupted mobility as of 2026.



The firewall architecture, which protects the organization's digital boundaries, has been reviewed in order to adapt to the evolving threat landscape. In line with the "Least Privilege" principle, rule sets have been tightened, thereby strengthening network security.

Data, Monitoring and Continuity



To enhance the capacity for rapid and effective response to cyber incidents, efforts are continuously carried out in line with the approach of expanding SOC/SIEM infrastructures and enabling 24/7 monitoring.



Adopting an approach that addresses digital and physical security together, cybersecurity investments are integrated with physical security systems such as cameras, alarms, and remote monitoring, thereby establishing a holistic security structure.



Within the scope of data confidentiality and asset management, control and restriction policies for portable storage devices have been implemented in order to prevent information assets from being physically removed from the organization and to reduce the risk of malware entering the network environment. Efforts to expand these practices are planned to continue in 2026.

TRANSFORMATION

INTEGRATED MANAGEMENT SYSTEMS

At the Batı Anadolu Group of Companies, the establishment and effective implementation of integrated management systems are ensured through **Management Representatives** authorized by the Executive Committee. This structure aims to coordinate the implementation of management systems and ensure their continuity.

The senior management, consisting of Executive Committee members, executive assistants, and department managers, leads the establishment, implementation, and continuous development of integrated management systems. Senior management is responsible for ensuring that these systems operate effectively across the organization, progress in alignment with defined objectives, and that the necessary resources are provided.

The organizational, technical, and human resources required for the establishment, implementation, monitoring, and continuous improvement of management systems are planned and allocated under the supervision of senior management. Within the scope of integrated management systems, Management Representatives are appointed by the Executive Committee for each management system, and the day-to-day operation of the systems is monitored through these representatives.

Senior management's commitment is defined through the Batı Anadolu Group of Companies **Management Systems Policy**. Within this framework, management objectives are determined at the organizational level, performance is regularly monitored, and necessary actions are planned. Ensuring safe and healthy working environments, strengthening a corporate culture that supports management systems, and maintaining the effective operation of occupational health and safety committees are among the priority areas.

To evaluate the effectiveness of management systems and support continuous development, **Management Review** processes are conducted regularly. Within this

scope, legislation and other obligations are monitored, system performance is evaluated, and required resources are planned.

Within the Batı Anadolu Group of Companies, the efficiency and continuity of management systems are regularly monitored, assessed through internal audits, and subjected to independent audit processes. Operating with the understanding that quality, environmental performance, energy efficiency, occupational health and safety, and product safety are the shared responsibility of all employees, the Group conducts planned training activities aimed at enhancing employee competencies.

Within the scope of the Integrated Management Systems, **regular internal audits** are carried out to evaluate the current situation and identify areas for improvement. These activities are conducted by employees holding internal auditor certifications, during which the functioning of management systems and related processes are reviewed and

improvement opportunities are identified. The findings obtained are shared with senior management during Management Review meetings, and corresponding action plans are developed.

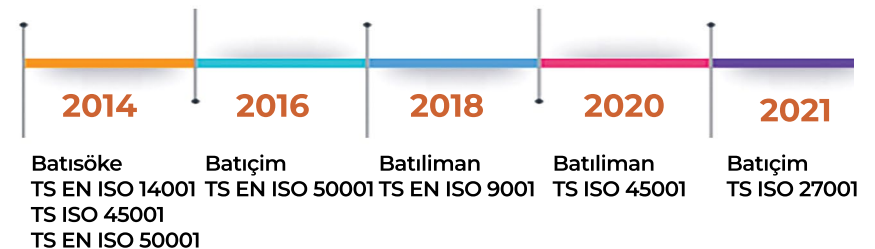
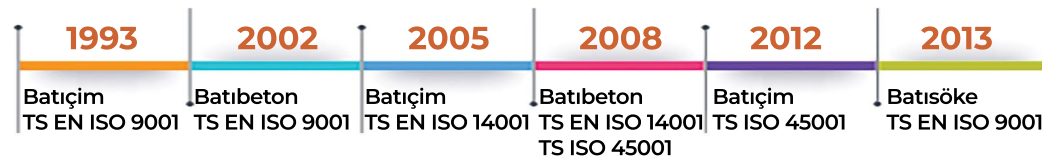
The Quality Management System, Environmental Management System, Occupational Health and Safety Management System, Energy Management System, and Product Safety Management Systems implemented within the Group are operated within an integrated structure as much as possible.

Although some management systems in certain group companies have not been formally certified, the fundamental requirements of these systems are operationally implemented through the Group's common management approach and support processes.

The Batı Anadolu Group of Companies Management Systems Policy can be accessed via the following link:

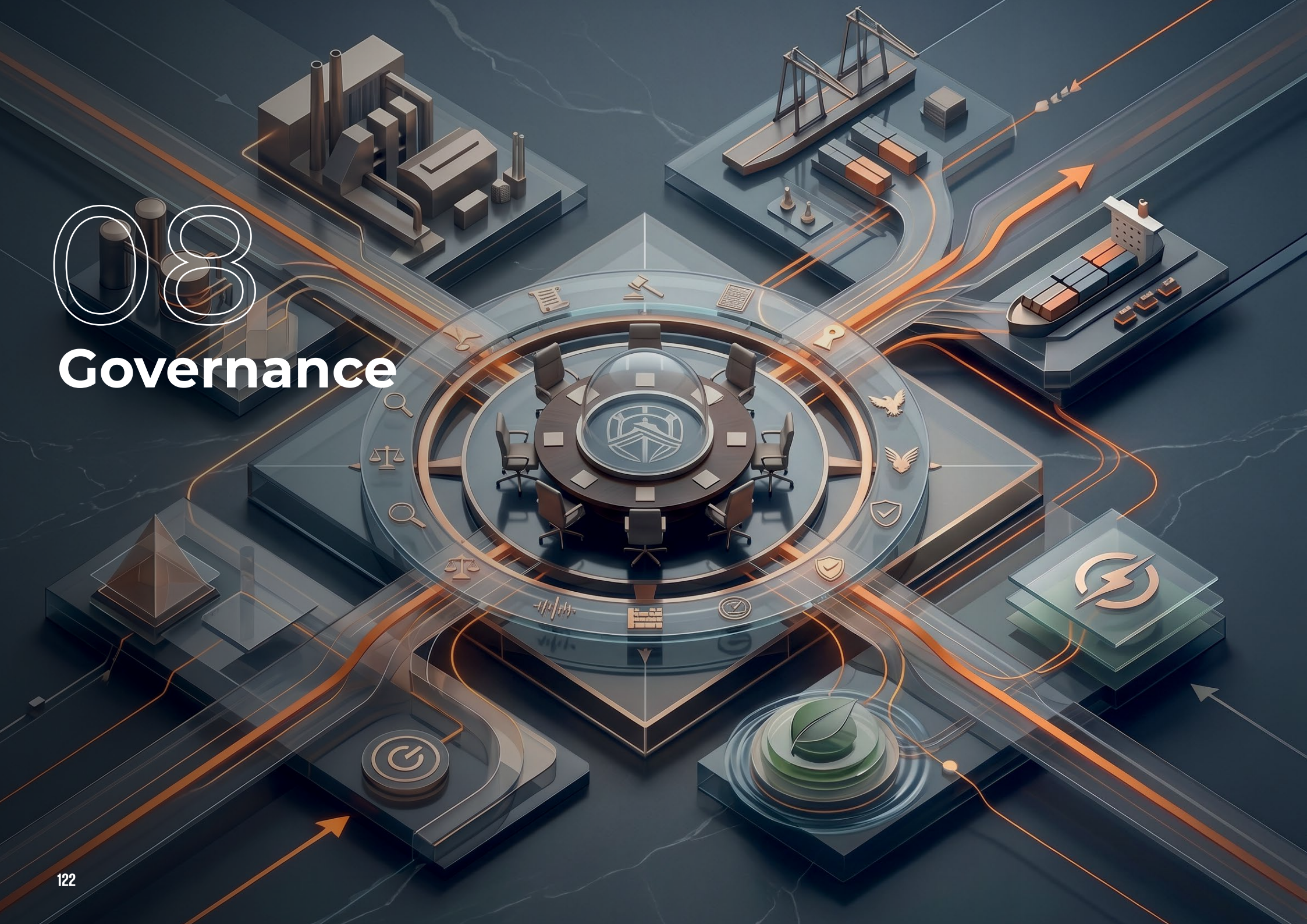


İlk belge tarihleri:



08

Governance



GOVERNANCE

CORPORATE GOVERNANCE

Our corporate governance approach is structured in line with the principles of fairness, transparency, accountability, and responsibility, and our decision-making processes are shaped within this framework. Our Board of Directors is the highest decision-making body responsible for the management and representation of the company. It consists of seven members, three of whom are independent. The Board of Directors oversees the compliance of activities with applicable legislation and internal company regulations, supervises risk management, and monitors strategic direction and sustainable growth objectives. The implementation of the strategies and policies determined by the Board of Directors is the responsibility of senior management.

The compensation of the members of the Board of Directors is resolved by the General Assembly. The compensation structure is arranged in accordance with capital market regulations and corporate governance principles regarding independence. It is ensured that the Board of Directors maintains a balanced and complementary composition from social, financial, administrative, and technical perspectives. Members are appointed by the General Assembly based on their professional knowledge, experience, and competencies.

The Board of Directors Diversity Policy, published in 2025 to strengthen our corporate governance approach, aims to ensure the balance of knowledge, experience, diversity, and independence required for the Board to effectively fulfill its management and oversight functions.

The principal approach is to ensure a balanced representation of different perspectives and competencies within the Board structure. This structure forms the foundation of a sustainable, stakeholder-oriented management approach that is aligned with strategic objectives.

“As the Batı Anadolu Group of Companies, we build our corporate structure on the principles of sustainability, ethical values, and long-term value creation.”

The Board Diversity Policy can be accessed through the following links:



Detailed information about the Board of Directors of the Batı Anadolu Group of Companies can be accessed via the following links:



GOVERNANCE

CORPORATE GOVERNANCE

Board Committees

In line with capital markets regulations, the Batı Anadolu Group of Companies has established Board committees to support the duties and responsibilities of the Board of Directors. These committees consist of non-executive members of the Board of Directors.

In 2013, within the framework of the Corporate Governance Principles, the Audit Committee, the Corporate Governance Committee, and the Early Detection of Risk Committee were established.

In accordance with the Corporate Governance Communiqué of the Capital Markets Board, the duties and responsibilities foreseen for the Nomination Committee and the Remuneration Committee are carried out by the Corporate Governance Committee.

In addition, in 2023, the Sustainability Committee was established on a voluntary basis to support the Group's strategic direction in sustainability.

In 2025, the Digital and Corporate Transformation Committee, reporting to the Board of Directors, was established to integrate the Group's digitalization and transformation objectives into its corporate governance structure. The Committee addresses digitalization and transformation initiatives at a strategic level and undertakes a guidance and monitoring role between the Board of Directors and the executive management.

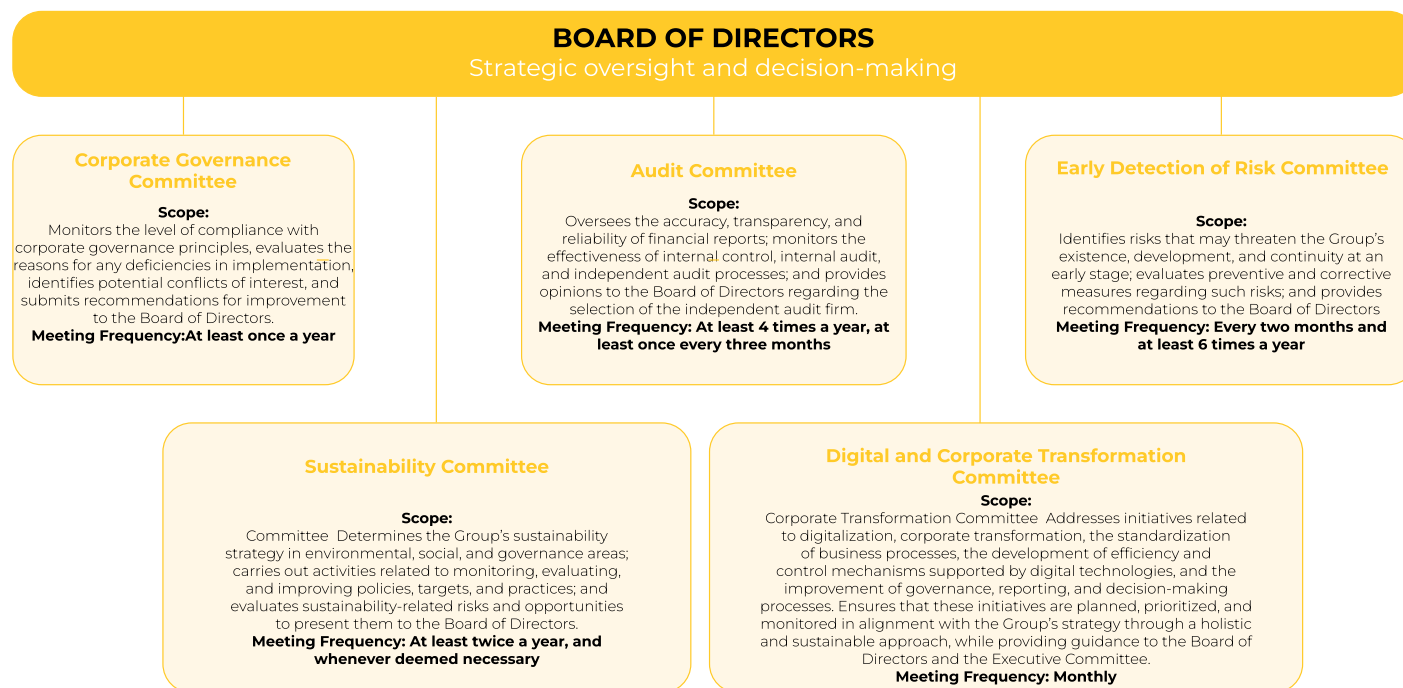
Succession Plan

The Batı Anadolu Group of Companies implements a structured succession planning approach for senior management and key managerial positions.

Members of the Executive Committee possess the knowledge and competencies necessary to ensure continuity in cases requiring leadership transition. This structure ensures that managerial transitions are carried out without disrupting operations.

For manager-level positions, backup plans are established within the scope of the Organizational Success Plan (OSP), and potential candidates are identified. These candidates are supported through development plans aligned with their responsibilities, participation in decision-making processes, and leadership competencies.

Succession practices ensure the preservation of institutional knowledge while supporting the smooth continuation of managerial transitions and strengthening the organization's long-term resilience objectives.



GOVERNANCE

RISK MANAGEMENT

To ensure the continuity of its operations and long-term value creation, the Group considers enterprise risk management as a strategic management tool. Within this scope, risks in environmental, social, governance, and compliance areas are evaluated from a holistic perspective, with particular emphasis on **climate-related and operational risks**.

Our enterprise risk management approach is based on the **early identification, measurement, prioritization, and effective management of risks through control mechanisms**. The physical and transition risks arising from climate change, their potential impacts on financial performance and cash flows, and disruptions related to operational processes are addressed through an integrated risk management perspective.

Within this framework:

- **Climate-related risks are evaluated under headings such as regulatory changes, carbon costs, energy and resource efficiency, extreme weather events, and supply chain continuity.**
- **Operational risks are addressed in terms of production processes, occupational health and safety, information systems, supply chain management, and human resources.**

In risk management, risks—particularly climate-related and operational risks—are addressed through defined strategies such as risk avoidance, risk transfer, risk mitigation, and risk acceptance. Prioritization activities are conducted in alignment with the strategic objectives and financial plans of the Batı Anadolu Group of Companies.

The enterprise risk management process is coordinated by the **Executive Committee**, while risk assessment results and related actions are reviewed by the **Early Detection of Risks Committee** and reported to the **Board of Directors**. The **Internal Audit Directorate** provides assurance by independently evaluating the effectiveness of risk management processes and the adequacy of their implementation.

Through this structure, the Batı Anadolu Group of Companies strengthens its resilience against changing environmental, financial, and operational conditions and embeds a proactive and sustainable risk management approach—one that addresses risks together with opportunities—as an integral part of its corporate culture.

“ Within the Batı Anadolu Group of Companies, the effective management of risks and the strengthening of the control environment are addressed within the framework of the Three Lines of Defense Model, aligned with international best practices. ”



GOVERNANCE

RISK MANAGEMENT

Three Lines of Defense Model

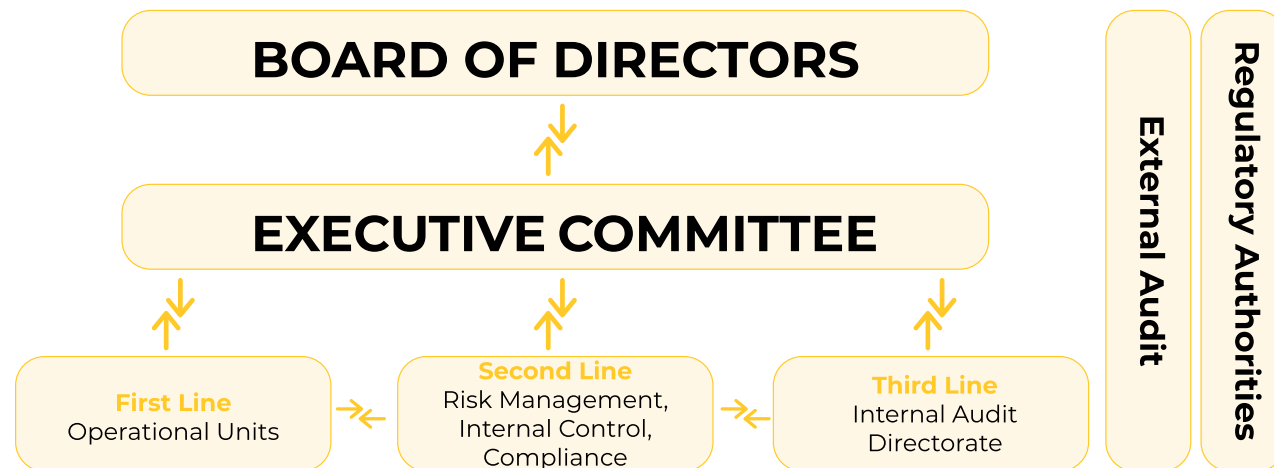
As the Batı Anadolu Group of Companies, we conduct all our activities within the framework of transparency, accountability, and integrity, supported by a strong corporate governance structure. We position internal audit and risk management processes as a strategic assurance mechanism that protects our Group's sustainable growth objectives and enhances operational efficiency.

The effective management of risks is carried out within the framework of the Three Lines of Defense Model, which is aligned with international best practices. The control mechanisms established by our operational units' daily management responsibilities, together with the risk management and compliance functions, are complemented by the independent assurance provided by our Internal Audit Directorate. Through this integrated approach, the effectiveness of control processes is systematically tested, while risk identification, monitoring, and reporting processes are secured under institutional discipline, creating a sustainable audit ecosystem across the Group.

Within this structure, the first and second lines of defense operate under the coordination of the Executive Committee, while risk assessment results are monitored by the Early Detection of Risk Committee. The third line of defense provides independent assurance by reporting directly to the Audit Committee.

The structure of the committees reporting to the Board of Directors aims to ensure that risk management and audit processes are carried out in line with high-level oversight and accountability principles. This model provides a fundamental governance framework that clarifies roles and responsibilities related to risk management at the corporate level.

“Through the Three Lines of Defense Model, the Batı Anadolu Group of Companies aims to establish a strong governance structure that addresses risks not only as elements to be controlled, but also as a management tool integrated into strategic decision-making processes and supporting sustainable value creation.”



First Line of Defense consists of operational units and is responsible for the execution of daily activities, the identification of risks, and the implementation of internal control procedures. These units hold direct ownership and accountability for managing, controlling, and mitigating the risks specific to their operations.

Second Line of Defense encompasses the risk management, internal control, and compliance functions. Within this scope, policies and procedures are established in areas such as regulatory compliance, ethical principles, internal control structures, information technology security, sustainability, and quality, while providing guidance and oversight to the first line of defense. The second line assumes a supporting role in ensuring that risks are properly identified, measured, and monitored.

Third Line of Defense is represented by the Internal Audit Directorate, which independently and objectively evaluates the adequacy and effectiveness of the first and second lines of defense. Internal Audit reviews risk management, internal control, and governance processes through a systematic and disciplined approach and reports its findings to the Audit Committee and senior management, while also providing recommendations for improvement where necessary. This independent structure enhances the credibility and transparency of the audit processes.

GOVERNANCE

INTERNAL AUDIT

Within the Batı Anadolu Group of Companies, internal audit activities are carried out to evaluate the effectiveness of risk management, internal control, and corporate governance processes, provide reasonable assurance in these areas, and develop recommendations for improvement.

The Internal Audit Directorate, operating within the Group, functions under the Audit Committee composed of Independent Members of the Board of Directors, and conducts its activities with an independent and objective approach, separate from the organization's daily operations. Audit activities are planned and conducted with a risk-based and proactive perspective, covering all financial and non-financial processes. This approach aims to contribute to the effective achievement of the organization's objectives.

Audit Planning and Monitoring

Internal audit activities are carried out in accordance with the **Annual Internal Audit Plan** approved by the Audit Committee. The plan is reviewed during Internal Audit meetings held quarterly throughout the year, and the activities carried out and findings identified during the year are reported to the Audit Committee at year-end. In order to ensure the effective monitoring of actions determined as a result of audits, a digital action-tracking system is used through the **Internal Audit Portal**. Through this system, actions are assigned to the relevant process owners, progress is monitored, and improvement processes are reported transparently. This practice enhances the effectiveness and traceability of internal audit activities.

Within this framework, the Internal Audit Directorate operates to provide reasonable assurance and offer recommendations for improving corporate processes in the following areas:

- Ensuring that the institution's strategic, financial, operational, and regulatory compliance risks are identified, analyzed, and effectively managed in a holistic and systematic manner within the risk management framework.
- Conducting audit activities in accordance with the risk-based annual internal audit plan, and regularly monitoring audit findings, recommendations, and action plans, while reporting them to the Audit Committee.
- Ensuring that financial, managerial, and operational information used in corporate decision-making processes is produced in line with the principles of reliability, accuracy, integrity, and timeliness.
- Ensuring that all activities comply with applicable legislation, legal regulations, internal policies and procedures, and ethical principles.
- Ensuring that the institution's resources and assets are used effectively, efficiently, and economically, and are adequately protected against loss and misuse.
- Evaluating the effectiveness of internal control, risk management, and governance systems that support the achievement of corporate objectives, and contributing to their strengthening.
- Supporting a culture of continuous improvement by monitoring the actions taken to address deficiencies identified in internal control systems.
- Contributing to the early identification of significant risks and critical incidents that the organization may face, and supporting the implementation of necessary preventive and corrective measures.



GOVERNANCE

INTERNAL AUDIT

Competence and Continuous Development

All employees within the Internal Audit Directorate are members of the **Institute of Internal Auditing – Türkiye (TIDE)**. Our audit team regularly participates in trainings, seminars, and congresses organized by the Batı Anadolu Group of Companies and TIDE in order to keep their professional knowledge and competencies up to date.

In order to strengthen the alignment of our internal audit activities with international standards, our Head of Internal Audit holds the Certified Internal Auditor (CIA) certification awarded by Institute of Internal Auditors (IIA). The CIA designation, regarded as a hallmark of excellence in internal auditing, represents a high level of professional achievement and competence in the auditing profession. It is an internationally recognized credential that demonstrates the professional expertise of internal auditors in the field. Certificate holders are equipped with training experience, knowledge, and professional tools that can be directly applied in any organization or business environment.

In addition, the Internal Audit Directorate attaches importance to academic collaborations in order to contribute to the sharing of professional knowledge and the development of young talent. In this context, within the scope of the “Career Planning” course conducted at the Department of Public Finance of the Faculty of Economics and Administrative Sciences at Manisa Celal Bayar University, the Internal Audit Directorate participated as a guest speaker, sharing knowledge and experience with students regarding the internal audit profession, career opportunities, and corporate governance practices.

Quality Assurance

In order to ensure that internal audit activities comply with the International **Internal Auditing Standards**, an independent external assessment is targeted every five years. This approach supports the continuous development and effectiveness of the internal audit function.

The Internal Audit Regulation implemented within the Batı Anadolu Group of Companies can be accessed via the following link:



GOVERNANCE

INDEXES AND RATINGS

The publicly listed companies within the Batı Anadolu Group of Companies are regularly evaluated by national and international rating agencies in the areas of sustainability, corporate governance, and financial resilience. These evaluations serve as an important reference for monitoring the strengthening of governance structures and the progress of initiatives carried out in line with sustainability objectives.

Corporate Governance



In 2025, **Batıçım Batı Anadolu Çimento Sanayii A.Ş.** increased its corporate governance rating from **88.58 to 89.02** in the corporate governance assessment conducted by SAHA Kurumsal Yönetim ve Kredi Derecelendirme Hizmetleri A.Ş..

During the same period, in the credit rating conducted by **JCR Eurasia Rating**, the company maintained its **BBB+** rating, supporting its objective of sustaining a stable financial structure.

Batisöke Söke Çimento Sanayii T.A.Ş., which is also publicly listed, is independently rated within the scope of its public structure. **In 2025, it received a corporate governance rating of 88.81 in its first corporate governance assessment conducted by SAHA.** This evaluation indicates that Batisöke aims to further strengthen its corporate governance practices by building on its existing governance infrastructure.

In the credit rating carried out by **JCR Eurasia Rating**, the company increased its rating from **BBB- to BBB**, continuing its efforts to improve its financial performance and risk management approach.

BIST Sustainability Index



The BIST Sustainability Index serves as an important reference that makes companies' environmental, social, and governance (ESG) performance visible to national and international investors.

Index evaluations are carried out based on sustainability platform data provided by London Stock Exchange Group (LSEG).

Within the scope of the 2025 evaluations, **Batıçım**, which was assessed on a consolidated basis covering all Group companies, received a "B+" rating, while **Batisöke**, evaluated individually due to its publicly listed structure, received an "A-" rating.

According to international benchmarking conducted within this scope: Batıçım, evaluated on a consolidated performance basis reflecting the Group's overall practices, **ranked among the top 12** out of 135 companies in its sector, placing it in the **top 9% percentile**. **Batisöke**, evaluated at the individual company level, **ranked 6th** in the same universe, positioning it within the top **4%** percentile.

These results support the Group's objective of continuously improving its sustainability approach both at the consolidated and company levels. In the coming period, efforts will continue to further strengthen policies, practices, and performance indicators.

“ Among 713 publicly listed companies, only 99 companies are included in the BIST Sustainability Index, which consists of 591 companies traded on Borsa Istanbul. Both Batıçım and Batisöke are included in this index.”

GOVERNANCE

INDEXES AND RATINGS



In 2025, the Company was included in the **Carbon Disclosure Project (CDP)** for the first time and began transparently reporting its climate and water management performance through this platform, which is widely used by global investors, financial institutions, and stakeholders. CDP evaluates companies' governance, strategy, risk management, and performance approaches regarding climate change and water-related risks within a comparable framework.

Within this scope, Batıçim Batı Anadolu (consolidated) received a **"B" rating** in both the Climate Change and Water Security programs.

According to CDP's 2025 scoring methodology, a "B" level score is based on evidence that companies have established strategies, processes, and concrete actions to manage their environmental impacts. This level represents the "Management Level" category, which applies to organizations that not only disclose data but also implement management processes addressing environmental risks and opportunities.

In addition, in the **Supplier Engagement Assessment (SEA) conducted by CDP**, Batıçim Batı Anadolu (consolidated) received an **"A-" rating**. This assessment evaluates companies under several categories, including risk management processes, governance and business strategy, supplier

engagement, Scope 3 emissions management and verification, and target-setting. This result demonstrates that we have established a data-driven and guiding supplier engagement model aimed at improving climate performance across our value chain, and that we approach our supply chain not merely as a risk area but as a strategic transformation domain that accelerates climate transition.



United Nations Global Compact **UN Global Compact**

In 2025, the Batı Anadolu Group of Companies became a participant in the United Nations Global Compact (UN Global Compact). The initiative is the largest voluntary corporate sustainability platform, encouraging companies to align their operations and strategies with universal principles in the areas of human rights, labor standards, environment, and anti-corruption.

Within the scope of this membership, the Group aims to systematically monitor and transparently report its commitments in these areas. The first Communication on Progress (CoP) report is planned to be published in 2026.

GOVERNANCE

ETHICS AND COMPLIANCE

Business Ethics

The Batı Anadolu Group of Companies considers business ethics as a fundamental set of principles that must be applied in all activities and business relationships. Ethical principles are defined to apply across all business processes, including decision-making processes, operational practices, employee relations, and supply chain management.

The Code of Business Ethics and Principles of Conduct prepared within this scope provides guidance for establishing the expectations, standards, and ethical practices that form the basis of all business relationships and transactions. It also aims to prevent potential disputes and conflicts of interest, strengthen the corporate culture of the Batı Anadolu Group of Companies, ensure credibility, and support sustainable success. The Code of Business Ethics and Principles of Conduct can be accessed via the following link:



The Code of Business Ethics is **binding for all managers and employees at every level, including the members of the Board of Directors** of the Batı Anadolu Group of Companies. Suppliers, subcontractors, business partners, and other stakeholders are also expected to act in accordance with these principles. Compliance with ethical principles is considered among the criteria for maintaining business relationships.

Ethical rules are **regularly reviewed annually** considering legislative changes, corporate needs, and current practices, and are updated when deemed necessary. The **Ethics Committee** is responsible for the implementation and monitoring of ethical rules.

2025 Business Ethics Performance:

Number of reports received through the ethics line: 2
Number of reports concluded during the year: 2

The Ethics Committee is responsible for evaluating notifications related to ethical violations, taking necessary actions, and providing guidance to employees. In addition, it conducts training and awareness activities to enhance ethical awareness. Within this scope, **ethics training programs including C-level executives** aim to increase employees' knowledge of ethical rules. **In 2025, 100% of employees of the Batı Anadolu Group of Companies participated in ethics training.**

Complementing this core training, additional training programs tailored to specific responsibilities were organized to support regulatory compliance and the effective management of ethical risks. In this context, **a total of 536 person*hours** of training was conducted in the areas of **competition law, data protection, and labor law.** Through these trainings, the aim was to increase employees' awareness of ethical principles, strengthen compliance awareness, identify potential ethical and legal risks at an early stage, and enhance the organization's capacity to effectively manage these risks.

Employees, suppliers, contractors, business partners, and other stakeholders can securely and confidentially report ethical violations through the following channels:

- e-mail: etik@batianadolu.com
- Batı Anadolu Group of Companies Ethics Committee Advisor
- Batı Anadolu Group of Companies Headquarters via telephone: +90 232 478 44 00
- Ethics Committee via postal mail

In addition, stakeholders may submit reports **anonymously** through the **Solution Center process.**

Detailed information regarding the reporting mechanisms, confidentiality principles, and protection of reporting individuals can be found under the section titled **"Reporting mechanisms and Protections."**

All submitted reports are evaluated by the **Ethics Committee**, which operates under the Executive Committee, in accordance with the principle of confidentiality, and necessary actions are taken. The committee's structure under the Executive Committee ensures that ethical processes are handled within the corporate governance framework.

In cases involving ethical violation allegations concerning senior management, the review process is conducted without the participation of the relevant individual, and the final decision is made by the **Board of Directors** of the Batı Anadolu Group of Companies.

All notifications submitted through the ethics line in 2025 were evaluated and resolved within the same year.

“ In 2025, **100%** of all employees of the Batı Anadolu Group of Companies participated in ethics training. ”

GOVERNANCE

ETHICS AND COMPLIANCE

Anti-Bribery and Anti-Corruption

The Batı Anadolu Group of Companies has implemented an **“Anti-Bribery and Anti-Corruption Policy”** to prevent bribery and corruption risks and ensure compliance with applicable laws and regulations. This Policy is designed to define principles and procedures to ensure adherence to ethical standards and legal requirements, maintain business ethics standards, and prevent bribery and corruption risks. Within the scope of the Policy, rules, responsibilities, and processes are established for informing employees and identifying practices that may constitute bribery or corruption, and for preventing such practices.

The full Anti-Bribery and Anti-Corruption Policy can be accessed at:



The Policy applies to **all employees and managers at every level, including Board of Directors members, as well as business and solution partners**. It provides a general framework applicable across **all geographic regions** where the Group operates. Accordingly, the Policy is implemented across **all units, departments, and business processes** within the Group.

The Executive Committee is responsible for the implementation and updating of the Policy. It is reviewed **at least once a year** considering legislative changes, corporate risks, and implementation outcomes, and updated when necessary.

As part of anti-bribery and anti-corruption efforts, informational and awareness training is provided for **all employees, including C-level executives. In 2025, 100% of employees participated in these training programs.**

In line with principles of integrity and transparency, the Group supports **employees and third parties who report in good faith**, and handles reports of suspected bribery or corruption in accordance with confidentiality principles. No employee may be subjected to **pressure, retaliation, or punitive action** due to a report made regarding a violation of the Policy. Without the written approval of the Ethics Committee, such a report cannot justify changes in an employee's job description, responsibilities, or work location.

Detailed information about the Anti-Retaliation Policy is available under the section **“Reporting mechanisms and Protections.”**

All reports submitted under the Policy are evaluated confidentially by the Ethics Committee; investigations are conducted, and if a violation is confirmed, relevant disciplinary and enforcement processes are applied. In cases involving bribery or corruption allegations concerning senior management, the investigation is conducted without the participation of the relevant individual, and the final decision is made by the Board of Directors.

Continuous Development

Within the scope of combating bribery and corruption, corporate capacity is being developed to effectively manage compliance risks, particularly competition law.

Accordingly, the Legal Directorate participated in the Competition Law Certificate Program conducted by the İstanbul Bilgi University Competition Law and Policy Research Center, and the program was successfully completed. Through the 41.5-hour program, up-to-date approaches were gained regarding the prevention of competition violations, the detection of market-disruptive practices, and regulatory compliance. The knowledge acquired contributes to the prevention of bribery and corruption risks and supports the strengthening of compliance processes.

“ In 2025, 100% of all employees of the Batı Anadolu Group of Companies participated in anti-bribery and anti-corruption training. ”

2025 Anti-Bribery and Anti-Corruption Performance

Number of bribery/corruption cases identified: **0**

Number of employees subjected to disciplinary actions due to bribery/corruption: **0**

Number of public lawsuits filed against the company for bribery/corruption: **0**

GOVERNANCE

WHISTLEBLOWING MECHANISMS AND PROTECTIONS

The Batı Anadolu Group of Companies operates whistleblowing mechanisms designed to ensure that violations of ethical principles, laws, and corporate policies can be reported safely, confidentially, and through accessible channels.

Within this framework, the **Solution Center** has been established as a centralized feedback platform where employees, customers, business partners, suppliers, and other stakeholders can submit complaints, reports, opinions, suggestions, and resolution requests. The Solution Center can be accessed for each company via separate links and through the **Group's corporate website**

All reports submitted through the platform are recorded and tracked via **Corporate Governance Software**, and the processes are managed in a way that allows monitoring through the system. Reports are automatically directed to the relevant unit managers, who are obligated to initiate action **within 24 hours** of receiving the report.

To enhance the effectiveness and reliability of the reporting mechanism, users are allowed to submit **anonymous reports**, ensuring confidentiality and mitigating hesitation that could prevent reporting. This initiative aims to protect the privacy of the individuals mentioned in the report and to prevent potential concerns from deterring people from filing reports.

Preventing Retaliation

Complementing the whistleblowing system, the Anti-Retaliation Policy ensures that employees acting in good faith, contributing to an investigation or disciplinary process, or exercising their legal rights, are protected from any form of retaliation. The Policy defines what constitutes retaliation and establishes principles and standards for evaluating and addressing such actions.

The Policy aims to provide a secure framework guaranteeing that employees' professional lives are not adversely affected as long as they act honestly and in good faith. It applies to all units, departments, and business processes of the Group and is reviewed at least once a year to reflect updates in ethics, legal regulations, and business practices. All employees and managers, including the Board of Directors and Executive Management, are responsible for complying with, implementing, and supporting the Policy. Suppliers, contractors, and business partners are also expected to act in accordance with the Policy. The Policy was approved and enacted by the Board of Directors.

The Anti-Retaliation Policy can be accessed at:



Through this framework, the Batı Anadolu Group of Companies provides a corporate system where reports can be submitted safely, reporters are protected, and processes are managed with transparency and accountability.

Continuous Development

To enhance the effectiveness of reporting and complaint mechanisms and strengthen corporate capacity focused on human rights, the Group actively participates in relevant stakeholder platforms. For example, the Legal Department participated in the "Business and Human Rights Experience Sharing Group" meeting organized in the Aegean Region by UN Global Compact Türkiye in cooperation with Ege Industrialists' and Businessmen's Association (ESİAD), TAİDER Family Business Association, and KalDer İzmir Branch.

Focused on "Employee Rights and Grievance Mechanisms," the session enabled participants to share challenges, solution-oriented strategies, and best practice examples from a human rights perspective. These contributions have provided critical insights for the further enhancement of the Group's existing whistleblowing and protection frameworks.

In 2025, a total of 402 reports were received through the Solution Center, all of which were resolved.

The resolution rate across all report types in 2025 was 99.5%.

Solution Requests
Batıçım Batı Anadolu (consolidated) **212**
Batisöke **43**

Satisfaction
Batıçım Batı Anadolu (consolidated) **5**
Batisöke **2**

Suggestions
Batıçım Batı Anadolu (consolidated) **185**
Batisöke **48**

GOVERNANCE

MEMBERSHIPS

ASSOCIATIONS AND CHAMBERS	COMPANY	REPRESENTING
UN Global Compact	BATIÇİM	Company Representative
Türk Çimento	BATISÖKE	Member of the Board of Directors
Cement Industry Employers' Association (ÇEİS)	BATIÇİM/BATISÖKE	Member of the Board of Directors
Central Anatolia Exporters Association (OAİB) Cement, Glass, Ceramics and Soil Products Exporters' Association	BATIÇİM	Member of the Board of Directors
EBSO-Cement, Lime, Gypsum, Concrete Products Manufacturing Industry Professional Committee	BATIÇİM	Member of the High Advisory Board
EBSO-Cement, Lime, Gypsum, Concrete Products Manufacturing Industry Professional Committee	BATIÇİM	Assembly Member
Turkish Ready-Mixed Concrete Association (THBB)	BATIBETON	Member of the Board of Directors
Miners Association of Türkiye (TMD)	BATIÇİM	Association Representative
TOBB - Turkish Cement and Cement Products Assembly	BATIÇİM	Assembly Member
Türkçimento Environment and Climate Change Standing Committee	BATIÇİM - BATISÖKE	Member
	BATIÇİM - BATISÖKE	OHS Board
	BATIÇİM - BATISÖKE	OHS Committee
	BATIÇİM - BATISÖKE	Labor Relations Committee
	BATIÇİM	Energy Stakeholders Committee
Turkish Ready-Mixed Concrete Association (THBB)	BATIBETON	Environment and Occupational Health & Safety Committee
	BATIBETON	Technical Committee
Türk Çimento	BATIBETON	Concrete Roads Subcommittee
	BATIÇİM-BATISÖKE	R&D, Quality, and Economic Enterprises Subcommittee
Port Operators Association of Türkiye (TÜRKLİM)	BATILİMAN	Member
Aliağa Chamber of Commerce	BATILİMAN	Member
IMEAK - Chamber of Shipping, Aliağa Branch	BATILİMAN	Member
Turkish Quality Association (KalDer)	BATIÇİM	Member
People Management Association of Türkiye (PERYÖN)	BATIÇİM	Corporate Membership of the Turkish Human Management Association

09

Performance Indicators



PERFORMANCE INDICATORS

Employees Demographics

		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
		2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Total Number of Employees	number	1,006	1,020	1,012	380	394	405	359	356	364	267	270	243
Female	number	43	47	54	30	37	42	9	6	7	4	4	5
Male	number	963	973	958	350	357	363	350	350	357	263	266	238
Building Contractor/Contractor Employees	number	285	289	312	105	107	110	149	151	202	31	31	0
Female	number	39	45	47	21	24	23	16	18	24	2	3	0
Male	number	246	244	265	84	83	87	133	133	178	29	28	0
Total Number of Employees by the Type of Contract	number	1,006	1,020	1,012	380	394	405	359	356	364	267	270	243
Indefinite Term Contract of Employment (Total)	number	1,006	1,020	1,012	380	394	405	359	356	364	267	270	243
Female	number	43	47	54	30	37	42	9	6	7	4	4	5
Male	number	963	973	958	350	357	363	350	350	357	263	266	238
Temporary Employment Contract (Total)	number	0	0	0	0	0	0	0	0	0	0	0	0
Female	number	0	0	0	0	0	0	0	0	0	0	0	0
Male	number	0	0	0	0	0	0	0	0	0	0	0	0
Total Number of Employees by Category	Unit	1,006	1,020	1,012	380	394	405	359	356	364	267	270	243
White-Collar	number	215	226	231	104	114	119	54	53	58	58	59	54
Female	number	37	40	46	26	33	38	7	4	4	4	3	4
Male	number	178	186	185	78	81	81	47	49	54	54	56	50
Blue-Collar	number	791	794	781	276	280	286	305	303	306	209	211	189
Female	number	6	7	8	4	4	4	2	2	3	0	1	1
Male	number	785	787	773	272	276	282	303	301	303	209	210	188
Total Workforce by Education Level	Unit	1,006	1,020	1,012	380	394	405	359	356	364	267	270	243
Primary School Graduate and Below (incl. Secondary School)	number	106	98	93	16	19	20	32	30	28	54	49	45
High School Graduate (including associate degree holders)	number	682	692	686	260	261	267	272	272	277	154	158	142
University Graduate and Above	number	218	230	233	104	114	118	55	54	59	59	63	56
Total Workforce by Age Group	Unit	1,006	1,020	1,012	380	394	405	359	356	364	267	270	243
Under 30 years	number	260	285	228	84	94	90	93	97	75	83	92	63
Between 30-50 years	number	687	679	662	276	272	258	241	239	251	170	158	153
Over 51 years	number	59	56	122	20	28	57	25	20	38	14	20	27

PERFORMANCE INDICATORS

Employees Demographics		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
		2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Number of Employees by Seniority	Unit	1,006	1,020	1,012	380	394	405	359	356	364	267	270	243
Female	number	43	47	54	30	37	42	9	6	7	4	4	5
0-5 years	number	33	39	46	24	31	36	6	4	5	3	4	5
5-10 years	number	5	5	4	4	5	4	0	0	0	1	0	0
10 years and above	number	5	3	4	2	1	2	3	2	2	0	0	0
Male	number	963	973	958	350	357	363	350	350	357	263	266	238
0-5 years	number	486	531	554	158	184	209	165	168	186	162	175	159
5-10 years	number	307	274	220	109	86	72	130	134	121	69	56	27
10 years and above	number	170	168	184	83	87	82	55	48	50	32	35	52
Total Number of Employees Serving as Managers	Unit	99	107	104	50	55	58	23	24	23	26	30	25
Total Number of Senior Executives (Executive, Board of Directors, Director)	number	8	8	14	4	4	8	4	4	5	0	0	2
Female	number	0	0	0	0	0	0	0	0	0	0	0	0
Male	number	8	8	14	4	4	8	4	4	5	0	0	2
Total Number of Mid-Level Managers (Manager)	number	25	26	27	15	17	18	5	5	5	5	5	5
Female	number	2	3	6	2	3	6	0	0	0	0	0	0
Male	number	23	23	21	13	14	12	5	5	5	5	5	5
Number of First-Level Managers (Chief, Supervisor, Leader)	number	66	73	63	31	34	32	14	15	13	21	25	18
Female	number	5	7	8	3	6	7	1	1	1	1	0	0
Male	number	61	66	55	28	28	25	13	14	12	20	25	18
Board of Directors Number of Employees	number	7	7	6	Presented on the basis of production functions.			7	7	7	Presented on the basis of production functions.		
Female	number	1	1	1				1	1	1			
Male	number	6	6	5				6	6	6			
Executive Board Number of Employees	number	3	3	6	Presented on the basis of production functions.			3	3	3	Presented on the basis of production functions.		
Female	number	0	0	0				0	0	0			
Male	number	3	3	6				3	3	3			

PERFORMANCE INDICATORS

Employees Demographics

		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
		2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Newly-Recruited Employees	Unit	217	174	97	64	76	49	67	27	30	86	71	18
Female	number	17	14	11	15	13	9	2	0	1	0	1	1
Male	number	200	160	86	49	63	40	65	27	29	86	70	17
Under 30 years	number	112	107	69	35	43	33	32	15	23	45	49	13
Between 30-50 years	number	95	63	24	28	31	13	31	12	7	36	20	4
Over 51 years	number	10	4	4	1	2	3	4	0	0	5	2	1
Employees Leaving the Company	Unit	211	156	157	68	60	66	90	32	31	60	64	66
Female	number	15	10	0	12	7	5	3	3	0	5	2	1
Male	number	196	146	157	56	53	61	87	29	31	55	62	65
Under 30 years	number	61	90	75	24	35	32	18	14	15	29	43	29
Between 30-50 years	number	116	61	77	33	24	29	53	15	14	28	20	35
Over 51 years	number	34	5	4	11	1	0	19	3	2	6	3	3
Positions Filled by Internal Candidate	Unit	24	11	25	16	6	13	3	2	7	4	3	5
Female	number	4	3	4	4	3	4	0	0	0	3	0	0
Male	number	20	8	21	12	3	9	3	2	7	2	3	5
Employee Turnover Rate	Unit	18.80	15.40	15.70	16.30	15.00	15.80	18.50	9.00	8.60	22.63	32.57	31.23
Female	%	35.20	22.60	7.98	40.40	20.90	10.17	33.60	40.90	0.00	0	0	0
Male	%	20.00	15.10	14.85	14.40	15.80	15.13	24.50	8.75	8.86	23.10	29.04	31.65
Blue-Collar	%	20.60	16.10	18.10	11.90	16.60	17.00	25.70	8.40	9.60	14.37	20.50	24.20
White-Collar	%	21.20	13.10	7.40	28.80	15.50	8.70	19.10	15.10	3.70	14.40	29.27	31.55
Voluntary Employee Turnover Rate	Unit	6.00	5.50	5.60	4.74	5.43	5.75	4.76	3.92	3.06	15.93	17.93	8.67
Female	%	11.70	9.06	2.00	13.50	6.00	2.50	11.20	27.30	0	0	0	0
Male	%	5.80	5.11	5.80	4.30	5.10	6.10	4.56	3.40	3.30	16.86	21.39	8.13
Blue-Collar	%	5.70	5.60	6.00	2.50	5.40	5.00	4.60	2.90	3.30	8.10	6.55	12.00
White-Collar	%	7.10	5.40	4.40	11.50	4.60	6.10	5.70	9.40	1.80	7.83	17.43	19.60
Number of Interns	Unit	68	74	107	52	58	80	7	6	13	9	10	14
Number of interns subsequently employed by the organization	number	6	5	4	4	5	3	1	0	1	1	0	0
Number of employees participating in the Learning Organization	number	49	71	94	32	44	58	13	18	26	4	9	9

PERFORMANCE INDICATORS

Social Performance Indicators		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
		2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Occupational Health and Safety	Unit												
Total Number of OHS Board Members	number	23	23	31	7	7	15	9	8	9	7	8	7
Number of Employee Representatives on OHS Board	number	27	27	26	3	3	5	3	3	3	22	22	18
Supplier Participation Rate	%	83	84	87	96	90	91	73	80	97	83	81	65
Total number of accidents with and without lost time	number	155	137	127	24	43	26	63	41	43	66	51	58
Direct Employment	number	51	80	41	14	39	16	29	26	17	8	15	8
Building Contractor/Contractors	number	104	57	86	10	4	10	34	15	26	58	36	50
Number of Fatal Accidents	number	0	0	0	0	0	0	0	0	0	0	0	0
Direct Employment	number	0	0	0	0	0	0	0	0	0	0	0	0
Number of Accidents with Lost Time	number	86	68	73	12	22	21	52	28	30	22	18	22
Direct Employment	number	43	45	33	10	20	13	27	19	13	6	6	7
Building Contractor/Contractors	number	43	23	40	2	2	8	25	9	17	16	12	15
Total Working Hour	hour	2,222,222	2,286,585	2,298,050	841,751	844,951	892,857	765,306	778,051	789,314	614,754	663,717	540,123
Accident Frequency Ratio													
Direct Employment	(number of accidents x 1,000,000)/working hour)	19.35	19.68	14.36	11.88	23.67	14.56	35.28	24.42	16.47	9.76	9.04	12.96
Accident Frequency Absence	number	845	937	923	96	241	428	532	535	364	217	161	131
Direct Employment	number	561	674	585	82	190	328	368	442	213	111	42	44
Building Contractor/Contractors	number	284	263	338	14	51	100	164	93	151	106	119	87
Accident Weight Ratio													
Direct Employment	(number of accidents x1000)/working hour)	0.25	0.29	0.25	0.10	0.22	0.37	0.48	0.57	0.27	0.18	0.06	0.08
Lost Working Day Ratio													
Direct Employment	(Total absences/ Total working hours)*1,000	10.16	12.15	11.57	13.02	15.62	11.63	12.71	14.91	14.39	6.76	8.84	7.87

PERFORMANCE INDICATORS

Social Performance Indicators		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
Occupational Health and Safety	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Number of Occupational Diseases	number	0	0	0	0	0	0	0	0	0	0	0	0
Direct Employment	number	0	0	0	0	1	0	0	0	0	0	0	0
Building Contractor/Contractors	number	0	0	0	0	0	0	0	0	0	0	0	0
Occupational Diseases Ratio													
Direct Employment	(number of cases ×1,000,000) / working hours	0	0	0	0	0	0	0	0	0	0	0	0
OHS Investments and Expenditures	million TRY	34.9	40.3	53.7	19.3	29.6	31.72	11.2	7.2	16.58	4.37	3.59	5.40
Employee Development	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Average Annual OHS Training Hours per Employee	hours/person	20.8	25.9	30.1	45.4	25.4	34.8	51.6	33.0	26.4	21.7	17.4	25.6
Average Annual Training Hours per Employee (All Topics)	hours/person	49.2	35.0	43.5	55.7	36.1	49.8	63.9	42.8	42.3	26.6	23.2	25.6
Training Activities		49,542	35,786	44,053	21,176	14,262	20,209	22,828	15,252	15,394	7,064	6,272	8,450
OHS Compulsory	person.hour	14,158	13,624	15,971	5,604	5,232	6,139	6,312	6,016	6,132	2,498	2,377	3,700
OHS Non-Compulsory	person.hour	6,777	2,774	4,036	2,623	1,227	2,104	2,556	1,172	1,432	1,313	375	500
Technical Skills Development Training	person.hour	2,212	4,859	12,120	838	2,165	6,008	1,764	1,889	3,870	426	805	2,242
Personal Competency Training	person.hour	4,025	2,238	3,899	829	1,083	2,463	980	947	989	76	208	447
Training Activities on Sustainability	person.hour	1,061	730	671	869	164	127	333	338	362	270	228	182
Other Training Activities	person.hour	21,309	11,562	7,356	10,413	4,393	3,368	10,884	4,890	2,609	2,482	2,280	1,379
Expenditure on Employee Training	USD	77,034	91,201	198,800	54,686	143,880	140,983	16,638	18,004	50,972	5,711	10,544	6,844
Employees Subject to Regular Performance Assessment	number	212	216	217	104	109	112	51	48	52	57	59	53
Female	number	37	36	41	26	29	34	7	4	4	4	3	3
Male	number	175	180	176	78	80	78	44	44	48	53	56	50
Employee Engagement Rate	%	-	57.5	60.1	-	52.6	58.1	-	59.6	67.1	-	62.3	62
White-Collar	%	-	63.6	69.4	-	64.6	71.7	-	61.4	68.8	-	64.7	70.3
Blue-Collar	%	-	55.5	54.5	-	45	62.6	-	59.2	51.7	-	60.0	49.3

PERFORMANCE INDICATORS

Social Performance Indicators		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
R&D and Product Development	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
R&D and Product Development Budget	TRY	3,373,784	5,377,809	8,524,998	Data related to R&D and Product Development expenditures are presented as consolidated data, as the benefits provided across Group companies are interrelated.								
Environmental R&D Budget	TRY	1,930,368	3,000,108	4,720,688									
Supply Chain Performance	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Number of Suppliers	number	2165	2495	2761	861	1006	1101	872	870	1009	416	590	633
Number of Domestic/Local Suppliers	%	98%	98%	98%	98%	98%	97%	97%	98%	98%	100%	100%	99.7%
Raw Material Suppliers - Assessed	number	353	317	427	67	90	124	92	86	115	194	141	188
Regular Suppliers - Assessed	number	757	756	791	236	223	191	225	248	233	296	285	367
Provisional Suppliers - Assessed	number	54	38	10	24	23	4	23	12	2	7	3	4
Total Number of Suppliers Assessed	number	1164	1111	1228	327	336	319	340	346	350	497	429	559
Receiving an A Score	number	1945	1872	570	571	563	168	578	595	174	796	714	228
Receiving a B Score	number	522	575	626	147	180	144	152	185	165	223	210	317
Receiving a C Score	number	41	32	30	18	3	6	23	13	11	0	16	13
Receiving a D Score	number	5	0	2	0	0	1	2	0	0	3	0	1
Number of Suppliers Assessed by Environmental Criteria	number	1,164	1,111	1,228	327	336	319	340	346	350	497	429	559
Number of Suppliers Assessed by Social Criteria	number	1,164	1,111	1,228	327	336	319	340	346	350	497	429	559
Management Systems	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Share of Companies with an ISO 9001 - Quality Management System	%	65	65	65	100	100	100	100	100	100	Assessed on the basis of production functions.		
Share of Companies with an ISO 14001 - Environmental Management System System	%	49	49	49	100	100	100	100	100	100			
Share of Companies with an ISO 27001 - Energy Management System	%	18	18	18	100	100	100	0	0	0			
Share of Companies with an ISO 45001 - Occupational Health & Safety Management System	%	65	65	65	100	100	100	100	100	100			
Share of Companies with an ISO 50001 - Energy Management System	%	31	31	31	100	100	100	100	100	100			

PERFORMANCE INDICATORS

Social Performance Indicators		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
Diversity and Inclusion	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Number of Employees on Maternity Leave	number	1	0	2	1	0	1	0	0	1	0	0	0
Number of Employees Working in Their Current Job for the Last 12 Months After Returning from Maternity Leave	number	1	0	0	1	0	0	0	0	0	0	0	0
Number of male employees on paternity leave	number	37	40	36	12	15	8	17	12	18	8	13	10
Number of male employees returning from paternity leave	number	37	40	36	12	15	8	17	12	18	8	13	10
Rate of Employees Covered by a Collective Bargaining Agreement	%	51.44	50	51	65.5	62.69	62	74.65	73.88	73	0	0	0
Ratio of female executive salaries to male executive salaries (mid-level)	%	54	102	97	55	104	98	0	0	0	0	0	0
Ratio of female executive salaries to male executive salaries (first-level)	%	103	105	112	105	106	98	100	96	96	0	0	0
Ratio of female employee salaries (non-managerial) to male employee salaries (non-managerial)	%	89	93	94	85	93	112	95	95	96	110	104	101
Number of Employees with Disabilities	number	24	28	31	7	10	14	10	12	11	7	6	7
Female	number	0	0	0	0	0	0	0	0	0	0	0	0
Male	number	24	28	31	7	10	14	10	12	11	7	6	7
Compliance	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Number of Incidents Reported to the Ethics Committee	number	-	11	2	-	0	0	-	11	1	-	0	1
Rate of completion of ethics training programs													
Code of Business Ethics	%	100	100	100	100	100	100	100	100	100	100	100	100
About Anti-bribery and Anti-corruption	%	100	100	100	100	100	100	100	100	100	100	100	100
Human Rights	%	100	100	100	100	100	100	100	100	100	100	100	100
Diversity, Equality, and Inclusion	%	100	100	100	100	100	100	100	100	100	100	100	100

PERFORMANCE INDICATORS

Environmental Performance Indicators		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
Raw Materials	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Clinker Produced	million tons	3.49	3.16	3.48	1.38	1.38	1.38	2.11	1.78	2.11	-	-	-
Natural Raw Material Quantity	million tons	5.31	4.76	5.60	2.16	2.11	2.11	3.15	2.65	3.49	-	-	-
Alternative Raw Materials	million tons	0.34	0.15	0.14	0.12	0.12	0.11	0.22	0.03	0.03	-	-	-
Natural Additives (Added to Cement)	million tons	0.53	0.49	0.39	0.21	0.22	0.18	0.32	0.27	0.21	-	-	-
Alternative Additives (Added to Cement)	million tons	0.44	0.30	0.34	0.22	0.13	0.17	0.22	0.17	0.17	-	-	-
Fly Ash	thousand tons	52.2	51.7	36.1	-	-	-	-	-	-	52.22	51.74	36.14
Slag	thousand tons	0.00	0.00	0.2	-	-	-	-	-	-	0.00	0.00	0.00
Cement	thousand tons	590.0	622.5	551.1	-	-	-	-	-	-	590.00	622.55	551.07
Aggregate	thousand tons	3,459.0	3,545.6	3,115.8	-	-	-	-	-	-	3,459.00	3,545.36	3,115.76
Quantity of Raw Materials Obtained from Quarry	million tons	5.3	4.7	5.5	2.2	2.1	2.1	3.1	2.6	3.4	-	-	-
Use Percentage of Alternative Components													
Alternative Raw Material (Cement)	%	11.7%	7.9%	7.4%	12.3%	9.7%	10.9%	11.2%	6.4%	5.1%	-	-	-
Alternative Binding Agent (Ready-Mixed Concrete)	%	1.3%	1.2%	1.0%	-	-	-	-	-	-	1.3%	1.2%	1.0%
Mine Sites													
Active Mine Site Area	ha	739.5	739.5	0.0	344.5	344.5	344.5	395.0	395.0	395.0	-	-	-
Mine Site Area with an Approved Rehabilitation Plan	ha	739.5	739.5	739.5	344.5	344.5	344.5	395.0	395.0	395.0	-	-	-
Mine Site Area Where Mining Activities Ended	ha	2.2	0.0	1.87	2.2	0.0	0.0	0.0	0.0	1.87	-	-	-
Rehabilitated Mine Site Area	ha	2.2	0.0	1.87	2.2	0.0	0.0	0.0	0.0	1.87	-	-	-

PERFORMANCE INDICATORS

Environmental Performance Indicators		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
Energy	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Total Energy Consumption	MWh	4,040,192	3,538,461	3,758,076	1,700,972	1,516,844	1,521,536	2,339,220	2,021,618	2,230,044	7,034.32	7,021.48	6,496.90
	GJ	14,570,016.29	12,763,738.50	13,529,074.26	6,123,500.96	5,460,638.04	5,477,528.28	8,421,191.79	7,277,823.14	8,028,157.14	25,323.54	25,277.32	23,388.84
Conventional Energy Consumption	GJ	13,704,500	11,814,250	13,679,310	6,123,500.00	5,305,300.00	5,313,730.00	7,581,000.00	6,508,950.00	8,365,580.00	-	-	-
Electricity Consumption	MWh	413,029	363,094	382,581	183,298.23	174,916.30	174,253.80	229,731.00	188,178.00	201,829.95	7,034.32	7,021.48	6,496.90
	GJ	1,486,905	1,307,139	1,377,290	659,874	629,699	627,314	827,032	677,441	726,588	25,324	25,277	23,389
Total Electricity Consumption In Clinker Production	MWh	223,101	191,167	211,290	97,209.24	92,322.36	86,286.28	125,892.00	98,844.88	125,004.20	-	-	-
Total Thermal Energy Consumption In Clinker Production	Mcal	2,959,481,700	2,708,106,844	3,061,394,741	1,148,471,700.04	1,153,099,130.00	1,159,229,254.30	1,811,010,000.00	1,555,007,714.00	1,902,165,487.00	-	-	-
Percentage Of Grid Electricity	%	10%	10%	10%	11%	12%	8.4%	10%	9%	9%	100%	100%	100%
Percentage Of Alternative Energy	%	0.8%	4.8%	8.7%	1.8%	9.4%	11.0%	0.1%	1.2%	7.2%	0.00	0.00	0.00
Percentage Of Renewable Energy	%	1.5%	1.4%	1.6%	2.8%	2.8%	3.0%	0.6%	0.2%	0.6%	0.00	0.00	0.00
Specific Energy Consumption	GJ /tons Clinker Equivalent	3.98	3.84	3.71	4.22	3.74	3.75	3.81	3.91	3.68	0.00	0.00	0.00
Energy Intensity	MWh/ thousand TRY	0.44	0.30	0.25	0.57	0.43	0.33	0.71	0.55	0.42	0.002	0.001	0.001
	GJ/TRY	0.002	0.001	0.001	0.002	0.002	0.001	0.003	0.002	0.002	0.000	0.000	0.000
Energy Consumption By Type Of Fuel	MWh	4,047,227	3,545,483	3,758,076	1,700,972	1,516,844	1,521,536	2,339,220	2,021,618	2,230,044	7,034.32	7,021.48	6,496.90
Electricity	MWh	420,064	370,116	382,581	183,298.23	174,916.30	174,253.80	229,730.97	188,177.99	201,829.95	7,034.32	7,021.48	6,496.90
Coal	MWh	2,082,822	1,483,756	2,017,423	1,140,651.41	814,199.32	907,162.94	942,170.33	669,556.62	1,110,260.30	-	-	-
Fuel Oil	MWh	11,360	5,364	7,163	1,387.70	1,004.83	276.02	9,972.17	4,359.55	6,887.40	-	-	-
Petroleum Coke	MWh	1,499,894	1,518,014	1,022,848	344,954.65	383,500.64	272,396.72	1,154,939.47	1,134,513.58	750,450.90	-	-	-
Alternative Fuels	MWh	33,087	168,233	328,061	30,680.50	143,222.80	167,446.16	2,407.00	25,009.80	160,615.10	-	-	-
Alternative Fuel Utilization Rate*	%	0.9%	8.6%	14.5%	5.7	19.4%	23.4%	0.1%	3.7%	10.5%	-	-	-

144 *Average of kilns using waste-derived fuel

PERFORMANCE INDICATORS

Environmental Performance Indicators		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
Energy	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Renewable Energy													
Electric Power Generation By Heat Recovery (Waste Heat)	MWh	61,309.00	48,099.46	59,700.76	47,447.00	43,147.34	45,498.38	13,862.00	4,952.12	14,202.38	-	-	-
Electric Power Generation By Heat Recovery (Waste Heat)	GJ	220,712.40	173,158.06	214,922.74	170,809.20	155,330.42	163,794.17	49,903.20	17,827.63	51,128.57	-	-	-
Greenhouse Gas Emission Reduction Due To Electric Power Generation By Heat Recovery	tons CO ₂ /year	13,381.79	11,113.98	26,023.74	10,515.01	8,935.05	19,746.29	2,866.77	2,178.93	6,277.45	-	-	-
Share of renewable energy in electricity consumption	%	14.6%	13.0%	15.6%	25.9%	24.7%	26.1%	6.0%	2.6%	7.0%	-	-	-
Energy Savings													
Total Thermal Energy Savings	GJ	-	40,870.00	432,530.00	-	190.00	173,930.00	-	40,680.00	258,600.00	-	-	-
Total Electricity Saving	MWh	-	11,964.65	117,585.27	-	53.46	45,498.38	-	11,300.56	71,833.33	569.61	610.63	253.56
Product Innovation													
Total accessible market and market share for products that reduce the impacts of energy, water, or materials during utilization or production	Percentage of Sales(%)	73.3%	72.7%	73.0%	73.0%	71.8%	72.0%	73.7%	73.8%	73.0%	-	-	-
Wastes & Circular Economy													
Waste generated	ton	117,309.29	111,538.12	122,788.04	829.86	711.19	699.24	1,156.56	6,218.76	692.80	115,322.91	104,618.79	121,406.74
Rate of hazardous waste	%	0.5%	0.56%	0.51%	0.5%	2.1%	1.8%	3.4%	0.18%	1.4%	0.43%	0.58%	0.51%
Rate of recycled waste	%	99.66%	99.77%	99.80%	81.37%	100.00%	100.00%	87.37%	97.67%	78.62%	99.91%	99.90%	99.92%
Total Quantity of Hazardous Waste	ton	537.31	620.46	627.18	3.9	14.6	12.6	39.4	11.1	9.4	494	605	616
Energy Recovery	ton	479.68	594.71	605.19	0.00	0.00	0.00	0.00	0.00	0.00	480	595	605
Recovery	ton	57.58	25.72	21.93	3.88	14.62	12.53	39.37	11.10	9.40	14	11	11
Waste Disposal/Landfill Site	ton	0.05	0.03	0.06	0.00	0.01	0.026	0.05	0.02	0.034	0.004	0.00	0.00
Total Non-Hazardous Waste Quantity	ton	116,771.98	110,917.66	122,160.86	825.98	696.56	686.68	1,117.14	6,207.64	683.37	114,828.85	104,013.46	120,790.81
Energy Recovery	ton	588.96	666.76	839.72	0.00	0.00	0.00	0.00	0.00	0.00	588.96	666.76	839.72
Recovery	ton	1,826.95	6,926.10	1,349.98	671.40	696.56	686.68	971.10	6,062.82	535.30	184.45	166.72	128.00
Waste Disposal/Diverted to Landfill Site	ton	400.85	254.66	243.43	154.58	0.00	0.00	146.04	144.82	148.07	100.23	109.83	95.36

PERFORMANCE INDICATORS

Environmental Performance Indicators		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
Wastes & Circular Economy	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Waste Recovery Rate	%	99.66%	99.77%	99.80%	81.37%	100.00%	100.00%	87.37%	97.67%	78.62%	99.91%	99.90%	99.92%
Quantity of non-hazardous waste recovered for energy purposes (Waste incineration)	ton	10,713.47	37,632.90	52,634.15	3761.26	17926.17	22157.00	6952.21	19706.73	30477.15	-	-	-
Quantity of hazardous waste recovered for energy purposes (Waste incineration)	ton	25,577.95	42,447.93	69,803.80	8112.49	16791.12	33956.00	17465.46	25656.81	35847.80	-	-	-
Industrial Symbiosis (Alternative Raw Materials)	ton	113,955.21	103,070.15	119,727.73	0.00	0.00	0.00	0.00	0.00	0.00	113,955.21	103,070.15	119,727.73
Water and Wastewater Management	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Total water withdrawn	m3	1,681,515.92	1,777,062.61	1,979,650.23	555,058.00	533,655.00	494,015.00	581,572.00	626,695.00	978,171.00	544,885.92	616,712.61	507,464.23
Percentage of Water Withdrawn from Areas with Relatively High Baseline Water Stress	%	-	-	94.40%	-	-	100.00%	-	-	100.00%	-	-	90.67%
Total consumption	m3	1,504,658.18	1,605,177.56	1,810,960.17	530,417.76	508,011.00	471,937.00	547,972.00	590,995.00	957,273.22	426,268.42	506,171.56	381,749.95
Percentage of Water Consumption in Areas with Relatively High Baseline Water Stress	%	89.48%	90.33%	91.48%	95.56%	95.19%	95.53%	94.22%	94.30%	97.86%	78.23%	82.08%	75.23%
Total Annual Water Withdrawal by Source	m3	1,681,515.92	1,777,062.61	1,979,650.23	555,058.00	533,655.00	494,015.00	581,572.00	626,695.00	978,171.00	529,873.40	601,705.67	507,464.23
Groundwater (Well Water)	m3	1,632,427.52	1,703,553.94	1,913,779.32	554,364.00	532,985.00	493,513.00	581,572.00	626,695.00	978,171.00	472,479.00	528,867.00	442,095.32
Mains Water	m3	54,798.00	62,810.00	60,377.00	694.00	670.00	502.00	0.00	0.00	0.00	54,104.00	62,140.00	59,875.00
Tanker Water	m3	3,290.40	10,698.67	5,493.91	0.00	0.00	0.00	0.00	0.00	0.00	3,290.40	10,698.67	5,493.91
Volume of Water Discharged by Source	m3	60,410.74	63,764.05	44,288.06	14,230.24	15,594.00	12,358.00	19,200.00	18,420.00	1,457.78	26,980.50	29,750.05	30,472.28
Receiving Body	m3	15,000.00	15,000.00	15,000.00	-	-	-	-	-	-	15,000.00	15,000.00	15,000.00
Wastewater Channel	m3	45,410.74	48,764.05	29,288.06	14,230.24	15,594.00	12,358.00	19,200.00	18,420.00	1,457.78	11,980.50	14,750.05	15,472.28
Recovered/Reused Water (including Rainwater)	m3	116,447.00	108,121.00	124,402.00	10,410.00	10,050.00	9,720.00	14,400.00	17,280.00	19,440.00	91,637.00	80,791.00	95,242.00
Specific Water Consumption	m3/ton product	0.191	0.211	0.241	0.310	0.309	0.282	0.225	0.290	0.391	0.122	0.135	0.126

PERFORMANCE INDICATORS

Environmental Performance Indicators		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
Emissions	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Scope 1 Emissions	ton CO2e	3,315,677.58	2,835,208.66	3,152,629.25	1,267,634.62	1,248,603.90	1,255,339.98	2,045,291.09	1,577,926.27	1,894,944.32	2,751.87	8,678.49	2,344.95
Scope 2 Emissions		158,493.05	146,755.82	140,787.44	59,516.18	60,385.82	55,879.83	95,712.29	83,174.57	82,088.20	3,264.58	3,195.43	2,819.41
Scope 3 Emissions		853,216.81	654,853.63	1,231,857.03	430,120.75	201,059.24	548,679.82	297,006.30	294,424.42	386,292.40	126,089.76	159,369.97	296,884.81
Direct Emissions		3,315,677.58	2,835,208.66	3,152,629.25	1,267,634.62	1,248,603.90	1,255,339.98	2,045,291.09	1,577,926.27	1,894,944.32	2,751.87	8,678.49	2,344.95
Indirect Emissions		1,011,709.87	801,609.45	1,372,644.47	489,636.93	261,445.06	604,559.65	392,718.60	377,598.99	468,380.60	129,354.34	162,565.40	299,704.22
Total Emissions		4,327,387.44	3,636,818.11	4,525,273.72	1,757,271.55	1,510,048.96	1,859,899.63	2,438,009.69	1,955,525.26	2,363,324.92	132,106.21	171,243.89	302,049.17
Specific Emissions													
Scope 1	kgCO2e/ tons clinker	945.84	907.64	902.35	920.59	907.07	909.60	967.68	886.20	897.62	-	-	-
	kgCO2e/ tons cement	714.16	708.25	686.80	703.08	717.91	714.94	716.08	926.26	656.16	-	-	-
Scope 1 and Scope 2	kgCO2e/ tons clinker	978.30	941.37	931.27	0.948	1.010	939.23	1.00	0.95	926.07	-	-	-
	kgCO2e/ tons cement	750.33	746.76	720.37	0.739	0.817	746.79	0.75	0.73	692.16	-	-	-
GHG Emissions Intensity*	(kg CO2e/ TRY)	0.47	0.30	0.30	0.59	0.43	0.40	0.74	0.53	0.44	0.05	0.04	0.06
Scope 1 Emission Intensity	(kg CO2e/ TRY)	0.36	0.24	0.21	0.43	0.36	0.27	0.62	0.43	0.36	0.001	0.002	0.000
Scope 1 and Scope 2 Emission Intensity		0.38	0.25	0.22	0.45	0.37	0.28	0.65	0.45	0.37	0.002	0.002	0.001
Net Sales Revenue	(TRY)	9,173,748,047.24	11,969,106,282.66	14,987,877,938.02	2,966,643,300.13	3,500,747,962.82	4,667,748,658.64	3,305,471,935.55	3,707,760,128.56	5,332,066,740.01	2,901,632,811.56	4,760,598,191.28	4,988,062,539.37
Emission Limiting Regulations													
Gross total Scope 1 emissions	ton CO2e	3,315,677.58	2,835,197.95	3,152,629.24	1,267,634.62	1,248,603.90	1,255,339.98	2,045,291.10	1,577,926.27	1,894,944.32	2,751.86	8,667.78	2,344.95
Percentage of gross total emissions of Scope 1 greenhouse gas emissions under the emission-limiting regulation or program	%	91.8%	99.2%	%99.63	95.5%	95.4%	%99.64	95.5%	95.0%	%99.75	-	-	-

*Calculated by taking Scope 1, Scope 2, and Scope 3 emissions into account.

PERFORMANCE INDICATORS

Environmental Performance Indicators		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Borno Plant)			BATISÖKE			OTHER SUBSIDIARIES		
Emissions	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Scope 3 Emissions		ton CO2e											
3.1 Purchased Goods and Services		-	326,176.13	605,998.71	-	60,333.22	308,723.58	-	129,825.32	32,941.53	-	136,017.59	264,333.60
3.2 Capital Goods		-	7,027.66	805.66	-	6,269.05	306.12	-	508.86	369.62	-	249.75	129.93
3.3 Fuel- And Energy-Related Activities		-	269,661.31	181,796.23	-	123,403.57	72,167.73	-	144,569.28	109,058.91	-	1,688.46	569.58
3.4 Upstream Transportation and Distribution		-	8,282.41	182,874.61	-	2,332.84	56,454.38	-	3,812.54	110,007.26	-	2,137.03	16,412.97
3.5 Waste Generated in Operations		-	808.51	133.96	-	6.11	2.74	-	23.94	1.02	-	778.46	130.19
3.6 Business Travel		-	184.54	249.20	-	122.68	201.58	-	19.81	21.84	-	42.05	25.79
3.7 Employee Commuting		-	258.50	354.46	-	145.49	197.83	-	0.05	61.12	-	112.96	95.51
3.8 Upstream Leased Assets	ton CO2e	-	0.00	0.00	-	0.00	0.00	-	0.00	0.00	-	0.00	0.00
3.9 Downstream Transportation and Distribution		-	22,153.26	217,621.01	-	7,111.67	108,107.50	-	12,824.57	99,676.17	-	2,217.02	9,837.33
3.10 Processing of Sold Products		-	0.00	29,232.07	-	0.00	8.46	-	0.00	29,223.61	-	0.00	0.00
3.11 Use of Sold Products		-	0.00	0.00	-	0.00	0.00	-	0.00	0.00	-	0.00	0.00
3.12 End-of-Life Treatment of Sold Products		-	5,276.79	10,947.73	-	1,311.49	2,375.08	-	1,802.68	3,648.49	-	2,162.62	4,924.17
3.13 Downstream Leased Assets		-	143.75	348.62	-	0.00	43.43	-	0.00	11.36	-	143.75	293.83
3.14 Franchises		-	0.00	0.00	-	0.00	0.00	-	0.00	0.00	-	0.00	0.00
3.15 Investments		-	14,880.80	1,494.78	-	23.11	91.39	-	1,037.38	1,271.47	-	13,820.31	131.92

PERFORMANCE INDICATORS

Environmental Performance Indicators		BATIÇİM BATI ANADOLU (Consolidated)			BATIÇİM (Bornova Plant)			BATISÖKE			OTHER SUBSIDIARIES		
Emissions	Unit	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Air Pollutant Emissions													
Total NOx emissions	tons	2,512.28	4,186.22	3,808.61	1,979.29	2,211.17	2,274.68	532.99	1,975.05	1,533.93	-	-	-
Specific NOx emissions	gr/tons clinker	1,996.76	2,654.59	2,186.43	1,437.42	1,605.75	1,651.92	467.66	1,111.48	728.06	-	-	-
Total SOx emissions	tons	60.42	151.47	29.63	13.30	47.09	7.56	47.12	104.39	22.07	-	-	-
Specific SOx emissions	gr/tons clinker	48.02	96.05	17.01	9.66	34.19	5.63	41.35	58.75	10.47	-	-	-
Total pm10 emissions	tons	26.59	52.47	29.37	23.45	21.97	7.30	3.14	30.50	22.07	-	-	-
Specific pm10 emissions	gr/tons clinker	21.13	33.27	16.86	17.03	15.96	10.06	2.76	17.16	10.47	-	-	-
Total dioxin/furan emissions	tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-	-	-
Specific dioxin/furan emissions	gr/tons clinker	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-	-	-
Total VOC emissions (LSEG)	tons	85.12	119.21	95.53	53.18	49.84	45.34	31.93	69.37	50.19	-	-	-
Specific VOC emissions	gr/tons clinker	67.65	75.59	54.84	38.62	36.19	32.93	28.02	39.04	23.82	-	-	-
Total polycyclic aromatic hydrocarbons (PAHs) emissions	tons	0.01	0.17	0.00	0.00	0.04	0.00	0.01	0.13	0.00	-	-	-
Specific polycyclic aromatic hydrocarbons (PAHs) emissions	gr/tons clinker	0.01	0.11	0.00	0.00	0.03	0.00	0.00	0.07	0.00	-	-	-
Total heavy metals emissions	tons	0.59	0.29	0.24	0.02	0.15	0.14	0.57	0.14	0.10	-	-	-
Specific heavy metals emissions	gr/tons clinker	0.47	0.18	0.14	0.02	0.11	0.10	0.50	0.08	0.05	-	-	-
Total ODS emissions	tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-	-	-
Specific ODS emissions	gr/tons clinker	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-	-	-
Rate of clinker produced in kilns where all emissions are measured continuously or intermittently	%	100	100	100	100	100	100	100	100	100	-	-	-
Rate of clinker produced in kilns where dust, NOx, and Sox emissions are continuously measured	%	100	100	100	100	100	100	100	100	100	-	-	-
Environmental Investments and Expenditures													
Legally Required Expenditures	million TRY	15.29	16.27	11.90	1.12	3.96	5.85	1.87	2.78	2.52	12.30	9.53	3.53
Non-Mandatory Expenditures	million TRY	78.08	53.68	77.91	23.13	48.00	15.10	51.77	2.95	43.90	3.18	2.73	18.91
Environmental Compliance													
Lawsuits Filed Due to Environmental Performance	number	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Compliance Penalty	number	0	0	1	0	0	0	0	0	1	0	0	0

PERFORMANCE INDICATORS

REPORTING GUIDANCE

The information contained in this report covers Batıçim Batı Anadolu Çimento Sanayii A.Ş. and its subsidiaries under its direct or indirect control ('Batı Anadolu Group of Companies' or the 'Company'). This report includes all operations carried out under Batıçim, Batisöke, Batılıman, Batibeton, and Batienerji business lines. The indicators that include subcontractors are specified separately in the corresponding sections.

The indicators included in this guide cover; **employee demographics, environmental, and social aspects.**

General Reporting Principles

The following principles have been considered in the creation of this guidance document:

In the creation of information - Emphasizing to users of information the basic principles of relevance and reliability of information;

In reporting information - Emphasizing the principles of comparability/consistency of information with other data, including those related to the previous year, and the principles of comprehensibility/transparency providing clarity to users.



PERFORMANCE INDICATORS

REPORTING GUIDANCE

Type	Indicator	Scope
Employees Demographics	Total Number of Employees	Refers to the total number of employees of the Company in the reporting period. Interns and subcontractor's employees are excluded.
	Number of Employees by Age Group and Gender	Refers to the number of employees of the Company by age group, i.e., under 30 years, between 30-50 years, over 50 years, and the number of male and female employees of the Company for each age group during the reporting period.
	Number of Employees in Management Staff by Gender	Refers to the distribution of the number of women and men working in the management functions of the Company during the reporting period. The Company's first-level managers (i.e., immediate supervisors) hold the titles of 'Chief, Supervisor, Leader,' mid-level management includes those titled 'Manager,' and senior management comprises individuals with the titles '(Members of) the Board of Directors, Executive Board, and Director.'
	Number of Newly-Recruited Employees	Refers to the number of employees employed and declared by the Company to the Social Security Institution by the Statement of Employment during the reporting year and being monitored by gender and age groups (i.e., under 30 years, between 30-50 years over 50 years) during the reporting period.
	Number of Employees Dismissed	Refers to the number of employees declared by the Company to the Social Security Institution by the Statement of Dismissal during the reporting year and being monitored by gender and age groups (i.e., under 30 years, between 30-50 years, over 50 years)
	Employee Turnover Rate	Refers to the ratio of the total number of employees reported by the Company to the Social Security Institution through the Statement of Dismissal to the total number of employees during the reporting period.
	Number of Employees on Maternity Leave	Refers to the number of female employees of the Company who took maternity leave within the specified time periods pursuant to the applicable provisions of the Labor Law No. 4857 and the Regulation on Part-Time Work After Maternity Leave or Unpaid Leave during the reporting period.
	Number of Employees Returned from Maternity Leave	Refers to the number of female employees of the Company who returned to work after maternity leave within the specified time periods pursuant to the applicable provisions of the Labor Law No. 4857 and the Regulation on Part-Time Work After Maternity Leave or Unpaid Leave during the reporting period.
	Positions Filled by Internal Candidates	Represents the number of positions filled by internal candidates through promotions and lateral transfers within the Company during the reporting period.

PERFORMANCE INDICATORS

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Type	Indicator	Scope
Social Indicators	Number of Occupational Accidents	Refers to the total number of incidents suffered by Company employees at the workplace or due to the execution of work, including deaths, lost time injuries, accidents with first aid response, accidents with property damage, limited incapacity, and medical treatment cases, as reported to and monitored by the Social Security Institution during the reporting period.
	Number of Fatal Accidents	Refers to the number of Company employees who were victims of fatal accidents that fall within the definition of "occupational accident" under the Occupational Health and Safety Law No. 6331, resulting in death, and monitored through reports to the Social Security Institution during the reporting period.
	Number of Occupational Diseases	Raporlama döneminde, Şirket çalışanlarının, 6331 sayılı İş Sağlığı ve Güvenliği Kanunu kapsamındaki "meslek hastalığı" tanımına giren, Sosyal Güvenlik Kurumu'na yapılan bildirimler ile takip edilen kişi sayısını ifade eder.
	Accident Related Absence	Refers to the total number of lost workdays resulting from incidents suffered by Company employees at the workplace or due to the execution of work, including deaths, lost time injuries, and restricted work cases, as reported to and monitored by the Social Security Institution during the reporting period.
	Accident Weight Ratio	Refers to the ratio of the number of absenteeism days due to occupational accidents to the total working hours of the Company during the reporting period. Subcontractor's employees are excluded.
	Accident Frequency Ratio	Accident Frequency Ratio Refers to the ratio of the number of occupational accidents to the total working hours of the Company during the reporting period. Subcontractor's employees are excluded.
	Lost Working Day Ratio	Refers to the ratio of the number of non-working days (days not worked for various reasons, including annual leave, administrative leave, maternity leave, unpaid leave, temporary incapacity due to accidents and illness, etc.) to total working hours in the reporting period. Subcontractor's employees are excluded.
	Training Hours	Refer to the total hours of training provided to the Company employees in the reporting period. Training is reported under the categories of Vocational Development, Personal Development, Occupational Health & Safety, Environmental, Sustainability, and Other Training. Subcontractor's employees are excluded.
	Expenditure on Employee Training	Represents the total cost of training tracked by invoices as training expenditures in the Company's accounting records during the reporting period. Subcontractor's employees are excluded.
	Average Annual Training Hours per Employee	Represents the ratio of the total number of training hours, including Occupational Health & Safety (OHS) and all other training hours, to the total number of employees during the reporting period.
	Employee Engagement Rate	Refers to the internal employee engagement scores, monitored through a survey conducted among the Company's employees, prepared by a third party, and reported in blue-collar and white-collar breakdowns during the reporting period. Subcontractor's employees are excluded.

PERFORMANCE INDICATORS

REPORTING GUIDANCE

Type	Indicator	Scope
Environmental Indicators	Electricity (MWh)	This refers to the electricity purchased by the Company from external sources, as tracked through invoices during the reporting period.
	Coal (MWh)	This refers to the total amount of domestic and imported coal used for production and/or heating purposes, tracked through the Company's purchase invoices during the reporting period.
	Fuel oil (MWh))	This refers to the amount of fuel oil used as fuel, tracked through the Company's purchase invoices during the reporting period.
	Petroleum coke (MWh)	This refers to the amount of petroleum coke used as fuel, tracked through the Company's purchase invoices during the reporting period.
	Alternative Fuels (MWh)	This refers to the amounts of waste used as fuel, tracked through the Company's purchase invoices during the reporting period.
	Total Energy Consumption (MWh)	This refers to the amounts of electricity, coal, fuel oil, petroleum coke, and alternative fuels, tracked through the Company's purchase invoices during the reporting period.
	Renewable Energy Generation (MWh)	This refers to steam generation from waste heat recovery at the Company's cement plants during the reporting period.
	Energy Saving	This refers to the amount of energy savings achieved through energy efficiency projects realized by the Company during the reporting period.
	Scope 1 (tCO ₂ e)	This refers to the carbon dioxide equivalent of the total emissions resulting from the consumption of energy sources such as natural gas, LPG, diesel, propane, fuel oil, and gasoline, as well as emissions due to the use of refrigerant gases and fire extinguishers, and those arising from equipment leakage losses (e.g., pumps, compressors, valves, flanges, etc.), as calculated in accordance with the 'TS EN ISO 14064-1:2018' standard.
	Scope 2 (tCO ₂ e)	This refers to the carbon dioxide equivalent (tCO ₂ e) in metric tons of greenhouse gas emissions resulting from indirect energy consumption (i.e., outsourced electricity) during the reporting period, as calculated according to the 'TS EN ISO 14064-1:2018' standard.
	Scope 3 (tCO ₂ e)	These include emissions that occur outside the company's operations but are related to its activities, such as supply chain activities, business travel, employee commuting, transportation, purchased goods and services, waste management, and fuel, as well as indirect emissions related to energy during the reporting period. Calculated according to the 'TS EN ISO 14064-1:2018' standard, these emissions refer to the carbon dioxide equivalent (tCO ₂ e) in metric tons.

PERFORMANCE INDICATORS

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Type	Indicator	Scope
Environmental Indicators	Well Water (m3)	This refers to the amount of water sourced from groundwater, as monitored through meter readings by the Company during the reporting period.
	Mains Water (m3)	This refers to the amount of mains water purchased by the Company and tracked through purchase invoices during the reporting period.
	Recovered/Reused Water (m3)	This refers to the total amount of wastewater recovered from wastewater treatment plants in the ready-mixed concrete plants and rainwater recovered from the cement plants during the reporting period.
	Energy Recovery (tons)	This refers to the amount of waste recovered for energy from our cement plants, out of the hazardous/non-hazardous waste generated in our own operations, as monitored through MOTAT and Waste Disclosure Statements on the Company's portal of the Ministry of Environment, Urbanization, and Climate Change (Integrated Environmental Information System) during the reporting period.
	Recovery (tons)	This refers to the amount of waste recycled, reused, or diverted to waste recovery, out of the hazardous/non-hazardous waste generated by the Company, as monitored through MOTAT and Waste Disclosure Statements on the portal of the Ministry of Environment, Urbanization, and Climate Change (Integrated Environmental Information System) during the reporting period.
	Waste Disposal/Diverted to Landfill Site (tons)	This refers to the waste diverted to landfill sites or subject to waste disposal, out of the hazardous/non-hazardous waste generated by the Company during the reporting period.
	Industrial Symbiosis (Alternative raw materials) (tons)	This refers to the use of waste concrete sludges generated in the ready-mixed concrete plants during the reporting period as alternative raw materials in cement plants.
	Waste Recovery Rate (%)	This refers to the ratio of the Company's total amount of waste to the total amount of hazardous and non-hazardous waste recycled, reused, or diverted to waste recovery during the reporting period.
	Legally Required Expenditures (million TRY)	This refers to the legally required environmental expenditures during the reporting period, monitored through the Company's financial reporting system.
	Non-Legally Required Expenditures (TRY)	This refers to the non-legally required environmental expenditures during the reporting period, monitored through the Company's financial reporting system.

10 GRI Index



GRI INDEX

REPORTING GUIDANCE

DECLARATION OF USE	BATI ANADOLU GROUP OF COMPANIES reported in accordance with the GRI Standards for the period between January 1, 2025 and December 31, 2025.
APPLICABLE GRI 1	GRI 1: Foundation 2021
GRI SECTOR STANDARD	/

GRI STANDARD

GRI STANDARD	DISCLOSURES	INFORMATION CONTAINED IN	JUSTIFICATION FOR NOT PROVIDING THE RELEVANT INFORMATION
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GENERAL DISCLOSURES

GRI 2: GENERAL DISCLOSURES 2021	2-1 Organizational details	Page: 5-13	
	2-2 Entities included in the organization's sustainability reporting	Page: 5	
	2-3 Reporting period, frequency, and contact point	Page: 5	
	2-4 Restatements of information	There is no restatement of the statement.	
	2-5 External assurance	No external audit service was obtained for the sustainability report.	
	2-6 The company's activities, brands, products, and services	Page: 9-10	
	2-7 Employees	Page: 136-137	
	2-8 Workers who are not employees (of the company)	Page: 136	
	2-9 Corporate governance structure and composition	Page: 123-124	
	2-10 Election and appointment of the highest governing body	Page: 123	
	2-11 Chair of the highest governance body	Page: 123	
	2-12 The role of the highest governance body in overseeing the management of impacts (of the company)	Page: 123-124	
	2-13 Delegation of responsibility for managing impacts	Page: 124	
	2-14 Role of the highest governance body in sustainability reporting	Page: 19-20	
	2-15 Conflicts of interest	Page: 131	
	2-16 Communication of critical concerns	Page: 125	

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GRI STANDARD			
GRI STANDARD	DISCLOSURES	INFORMATION CONTAINED IN	JUSTIFICATION FOR NOT PROVIDING THE RELEVANT INFORMATION
GENERAL DISCLOSURES			
GRI 2: GENERAL DISCLOSURES 2021	2-17	Collective knowledge of the highest governance body	Page: 124
	2-18	Evaluation of the performance of the highest governance body	Page: 123
	2-19	Remuneration policies	Page: 62-78
	2-20	Process to determine remuneration	Page: 62-78
	2-21	Annual total compensation ratio	Not applicable
	2-22	Sustainable development strategy	Page: 7; 29-46
	2-23	Policy commitments	Page: 29
	2-24	Embedding policy commitments	Page: 29-46
	2-25	Processes to remediate negative impacts	Page: 44-46; 91-93
	2-26	Mechanisms for seeking advice and raising concerns	Page: 131-133
	2-27	Compliance with laws and regulations	Page: 131-132
	2-28	Membership associations	Page: 134
	2-29	Approach to stakeholder engagement	Page: 30-31
2-30	Collective bargaining agreements	Page: 67	
MATERIAL MATTERS			
GRI 3: MATERIAL MATTERS	3-1	Process to determine material matters	Page: 32-39
	3-2	List of material matters	Page: 33

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REPORTING GUIDANCE

GRI STANDARD

GRI STANDARD	DISCLOSURES	INFORMATION CONTAINED IN	JUSTIFICATION FOR NOT PROVIDING THE RELEVANT INFORMATION
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MATERIAL MATTERS OF TOP PRIORITY

CLIMATE CHANGE ADAPTATION AND REDUCTION OF GREENHOUSE GAS EMISSIONS

GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 90-105
	305-1	Direct (Scope 1) greenhouse gas emissions	Page: 91; 147
	305-2	Energy indirect (Scope 2) greenhouse gas emissions	Page: 91; 147
	305-3	Other indirect (Scope 3) greenhouse gas emissions	Page: 91; 147
GRI 305: EMISSIONS 2016	305-4	GHG emissions intensity	Page: 91; 147
	305-5	Reduction of GHG emissions	Page: 91
	305-6	Emissions of ozone-depleting substances (ODS)	Page: 149
	305-7	NOx, SOx, and other significant air emissions	Page: 149; 100-101

OCCUPATIONAL HEALTH & SAFETY APPROACH

GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 48- 61
	403-1	Occupational health and safety management system	Page: 55
	403-2	Hazard identification, risk assessment, and incident investigation	Page: 55; 60
	403-3	Occupational health services	Page: 51
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-4	Worker participation, consultation, and communication on occupational health and safety	Page: 60
	403-5	Worker training on occupational health and safety	Page: 52-54
	403-6	Promotion of worker health	Page: 56-61
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page: 56-61; 139-140
	403-8	Workers covered by an occupational health and safety management system	Page: 56-61; 139-140
	403-9	Work-related injuries	Page: 139-140
	403-10	Work-related ill health	Page: 139-140

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GRI STANDARD	DISCLOSURES	INFORMATION CONTAINED IN	JUSTIFICATION FOR NOT PROVIDING THE RELEVANT INFORMATION
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MATERIAL MATTERS OF TOP PRIORITY

ALTERNATIVE FUEL USE

GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 94
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ENERGY EFFICIENCY AND RENEWABLE ENERGY

GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 95
	302-1	Energy consumption within the organization	Page: 144-145
	302-2	Energy consumption outside of the organization	Page: 144-145
GRI 302: ENERGY 2016	302-3	Energy intensity	Page: 144
	302-4	Reduction in Energy Consumption	Page: 144
	302-5	Reduction in Energy Consumption of Products and Services	Page: 144

SUSTAINABLE PRODUCTS

GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 96
	416-1	Products and services with assessed health and safety impacts	Page: 96
GRI 416: CUSTOMER/CONSUMER HEALTH AND SAFETY (2016)	416-2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcome	There was no such non-compliance during the reporting period.
	417-1	Requirements for product and service information and labeling	100% of our products are labeled in accordance with legal regulations.
GRI 417: MARKETING AND LABELS (2016)	417-2	Incidents of non-compliance with regulations or voluntary codes concerning	There was no such non-compliance during the reporting period.
	417-3	Results of research measuring customer satisfaction	Page: 87

DIGITALIZATION

GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 115-117
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GRI STANDARD			
GRI STANDARD	DISCLOSURES	INFORMATION CONTAINED IN	JUSTIFICATION FOR NOT PROVIDING THE RELEVANT INFORMATION
MATERIAL MATTERS OF HIGH PRIORITY			
WATER MANAGEMENT			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 102
	303-1	The organization's water policy and management approach	Page: 102
	303-2	Management of water discharge-related impacts	Page: 102; 146
GRI 303: WATER AND EFFLUENTS 2018	303-3	Water withdraw	Page: 146
	303-4	Water discharge	Page: 146
	303-5	Total water consumption	Page: 146
ALTERNATIVE RAW MATERIAL USE			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 98
SUPPLY CHAIN SUSTAINABILITY			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 107-112
	308-1	New suppliers screened using environmental criteria	Page: 108; 141
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT	308-2	Negative environmental impacts in the supply chain and the measures taken	Page: 108
	414-2	Negative social impacts in the supply chain and the measures taken	Page: 108
INFORMATION SECURITY			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 118-120
GRI 418: INFORMATION SECURITY 2016	418-1	Verified complaints regarding breaches of customer privacy and the loss of customer data	There was no such non-compliance during the reporting period.
CUSTOMER RELATIONS			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 87-88
COMPLIANCE WITH NATIONAL AND INTERNATIONAL ENVIRONMENTAL LEGISLATION			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 90-105

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GRI STANDARD			
GRI STANDARD	DISCLOSURES	INFORMATION CONTAINED IN	JUSTIFICATION FOR NOT PROVIDING THE RELEVANT INFORMATION
MATERIAL MATTERS OF HIGH PRIORITY			
DEVELOPMENT OF A CULTURE OF ENGAGEMENT			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 74-78
	401-1	New employees and employee turnover	Page: 136-138
	GRI 401: EMPLOYMENT 2016	401-2	Benefits provided to full-time employees but not to temporary or part-time employees
401-3		Maternity leave	Page: 142
CORPORATE GOVERNANCE			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 123-124
CORPORATE RISK MANAGEMENT			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 124
EMPLOYEE'S TECHNICAL/PROFESSIONAL COMPETENCE			
GRI 404: EDUCATION AND TRAINING 2016	404-1	Average annual hours of training per employee	Page: 70
	404-2	Programs aimed at developing employee skills and transition assistance programs	Page: 70-73
	404-3	Number of employees who receive regular performance evaluation feedback	Page: 63-64
BUSINESS ETHICS			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 131-132
	205-1	Assessment of corruption-related risks	Page: 132
GRI 205: ANTI-CORRUPTION 2016	205-2	Communication initiatives and training related to anti-corruption policies and procedures	Page: 131-132
	205-3	Cases of corruption identified and measures taken to address them	Page: 131-132
GRI 206: ANTI-COMPETITIVE PRACTICES 2016	206-1	Legal proceedings regarding anti-competitive conduct, antitrust, and monopoly practices	Page: 131-132

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GRI STANDARD			
GRI STANDARD	DISCLOSURES	INFORMATION CONTAINED IN	JUSTIFICATION FOR NOT PROVIDING THE RELEVANT INFORMATION
MATERIAL MATTERS			
HUMAN RIGHTS AND FAIR WORKING CONDITIONS			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 66- 67
GRI 409: FORCED/COMPULSORY LABOR 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page: 67
SOCIAL IMPACT MANAGEMENT			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 80-86
GRI 411: INDIGENOUS PEOPLES' RIGHTS 2016	411-1	The total number of cases of violations of the rights of indigenous peoples and the measures taken	There were no cases during the reporting period.
	413-1	Percentage of operations in which local community participation, impact assessments, and development programs are implemented	Page: 82-86
GRI 413: LOCAL COMMUNITIES 2016	413-2	Operations that have significant current and potential adverse impacts on local communities	There were no operations that had a negative impact during the reporting period.
WASTE MANAGEMENT AND CIRCULAR ECONOMY			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 99
	306-1	Waste generation and significant waste-related impacts	Page: 99
	306-2	Management of significant waste-related impacts	Page: 99
GRI 306: WASTE 2020	306-3	Waste generated	Page: 145
	306-4	Waste diverted from disposal	Page: 145
	306-5	Waste directed to disposal	Page: 145-146
	301-1	Raw materials used by weight or volume	Page: 99; 145
GRI 301: MATERIALS 2016	301-2	Recycled raw materials used	Page: 99; 145
	301-3	Percentage of sold products packaging materials recycled by category	Page: 99; 145

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GRI STANDARD			
GRI STANDARD	DISCLOSURES	INFORMATION CONTAINED IN	JUSTIFICATION FOR NOT PROVIDING THE RELEVANT INFORMATION
MATERIAL MATTERS			
DIVERSITY, EQUALITY, INCLUSION			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 68-69
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Diversity of governance bodies and employees	Page: 123
	405-2	Ratio of basic salary and remuneration of women to men	Page: 142
GRI 406: ANTI-DISCRIMINATION 2016	406-1	Incidents of discrimination and corrective actions taken	There were no incidents of discrimination during the reporting period.
BIODIVERSITY			
GRI 3: MATERIAL MATTERS 2021	3-3	Management of material matters	Page: 33; 105
	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page: 105
GRI 304: BIODIVERSITY 2016	304-2	Significant impacts of activities, products and services on biodiversity	Page: 105
	304-3	Habitats protected or restored	Page: 105
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Page: 105

LEGAL DISCLAIMER:

2025 Sustainability Report (the "Report") has been prepared by Batı Anadolu Group of Companies ("Batı Anadolu"). This Report is intended solely to inform stakeholders and does not constitute a basis for any investment decision. The forward-looking statements, including opinions and estimated figures presented in the Report, reflect the views of the company's management regarding its future outlook. All assumptions have been prepared based on the data and calculations of Batı Anadolu and in accordance with national and international standards. Batı Anadolu assumes no responsibility for any loss or damage that may arise from third-party individuals or entities relying on these assumptions.

All information contained in this Report is believed to be accurate as of the date of its preparation. However, Batı Anadolu accepts no liability for any errors or omissions that may arise during the writing or printing process.

“This report was designed and prepared in-house by the Sustainability Directorate with the support of all units of our community. We would like to thank all our colleagues for their valuable contributions in building our sustainability bridge to the future together.”